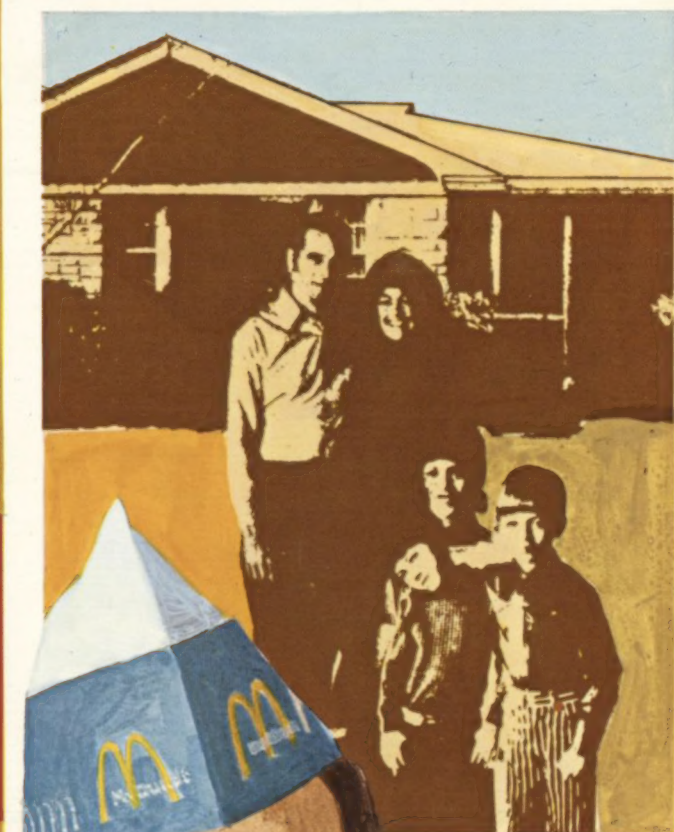
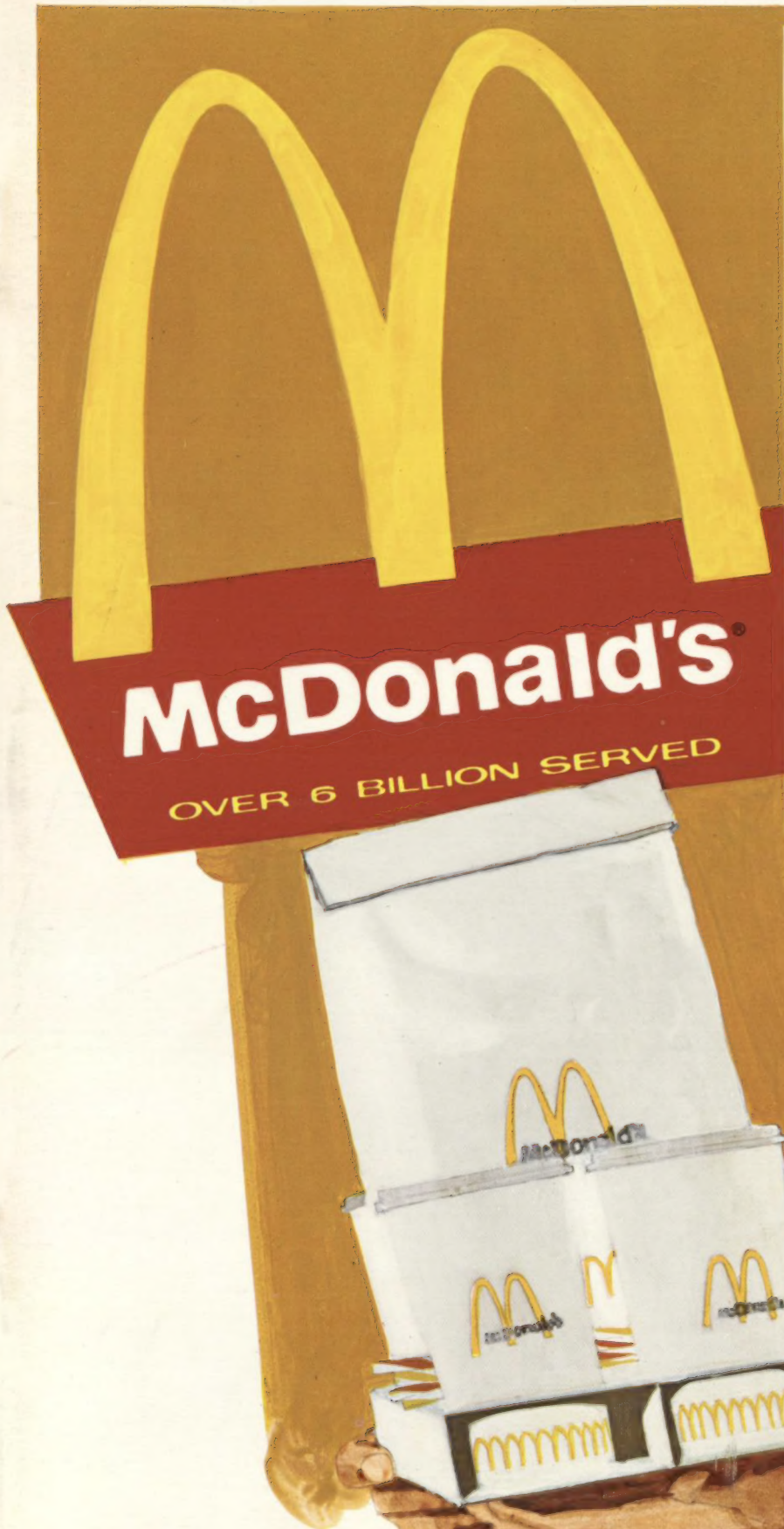


McDonald's Corporation annual report 1969

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This Annual Report is illustrated with five paintings by artist Dennis Luczak, reflecting McDonald's impact on the American scene, both locally and nationally.

The cover emphasizes your Company's appeal to the American family and McDonald's position as a leader of our industry.

The scene on page 5 illustrates our function in America's free enterprise system through the licensing of independent businessmen. These individual entrepreneurs are the foundation of McDonald's and our combined efforts are vital to continuing success. Pictured is Art Bender, Fresno, California, our first licensee.

Our store's role as a major purchaser of supplies and services, primarily at the local level, is shown on page 23. McDonald's is the country's largest private user of almost all the food items we serve.

McDonald's massive marketing program is depicted on page 35, with examples of the techniques employed in making us one of the best known and most well liked restaurants in the nation.

Local civic involvement is portrayed on the inside back cover, giving credit to the work of operators and managers whose contributions to the community build friends for McDonald's.



Highlights of 1969 and 10 year comparison

	1969	1968	1967
Sales of all Licensed and Company-owned outlets	\$450,825,000	335,411,000	266,368,000
Revenues:			
Sales by Company-owned outlets	\$ 92,272,000	70,717,000	39,273,000
Rental income	\$ 24,787,000	18,131,000	14,302,000
Service fees	\$ 7,871,000	5,727,000	4,859,000
Other income-net	\$ 4,597,000	3,219,000	1,629,000
Total Revenue	\$129,527,000	97,794,000	60,063,000
Income before federal income taxes	\$ 24,341,000	17,566,000	11,531,000
Net income	\$ 12,641,000	9,369,000	6,594,000
Net income per share **	\$ 1.16	.85	.60
Average Common shares outstanding	10,755,449	10,754,871	10,721,617
Stockholders' equity	\$ 50,553,000	38,070,000	28,270,000 *
Total number of outlets at end of year	1298	1087	967
Licensed	1081	911	799
Company-owned	217	176	168
Total assets	\$ 145,179,000	110,427,000	81,161,000 *
Hamburgers served	1,010,000,000	775,000,000	660,000,000

NOTES:

* Data for 1960 through 1963, and stockholders' equity and total assets for years 1964 through 1967, have not been restated to include the accounts of outlets acquired in poolings of interests in 1969 (22 outlets) or 1968 (15 outlets). In addition, operations of the 1968 acquisitions are not reflected in revenue or income reported for 1964 thru 1966. The accounts of such pooled businesses would not have a material effect on the figures which are not restated.

** Net income per share is based on average common shares outstanding after giving retroactive effect to subsequent stock splits and stock dividends and dividend requirements on preferred stock.

1966	1965	1964	1963 *	1962 *	1961 *	1960 *
218,507,000	170,865,000	129,591,000	97,978,000	76,264,000	54,253,000	37,804,000
30,184,000	26,332,000	19,131,000	10,595,000	6,960,000	2,544,000	331,000
11,531,000	8,756,000	6,828,000	5,197,000	3,740,000	2,462,000	1,586,000
4,016,000	3,045,000	2,264,000	1,747,000	1,359,000	992,000	709,000
2,089,000	1,574,000	866,000	572,000	351,000	277,000	257,000
47,820,000	39,707,000	29,089,000	18,111,000	12,410,000	6,275,000	2,883,000
8,045,000	6,317,000	3,677,000	1,834,000	858,000	133,000	171,000
4,694,000	3,637,000	2,136,000	1,049,000	439,000	16,000	77,000
.45	.39	.23	.11	.05	.001	.01
10,270,174	9,321,376	9,311,863	9,180,000	9,180,000	9,180,000	9,180,000
21,576,000 *	7,155,000 *	3,753,000 *	1,735,000	687,000	671,000	262,000
862	738	657	550	439	323	228
734	608	529	487	384	297	225
128	130	128	63	55	26	3
53,562,000 *	33,416,000 *	24,791,000 *	21,855,000	18,055,000	13,214,000	6,599,000
595,000,000	510,000,000	450,000,000	380,000,000	305,000,000	225,000,000	152,000,000



Your management reports with pride the growth of McDonald's Corporation both in terms of sales and earnings, and as an increasingly familiar part of American life. McDonald's continuing growth is clearly reflected in the record year ended December 31, 1969.

Net earnings rose 35 per cent to \$12,641,291, from \$9,368,917 in 1968. Per share earnings in 1969 were \$1.16, compared with \$.85 in 1968, as restated to reflect stock splits and poolings of interest.

Sales for all licensed and Company-owned outlets increased to \$450,824,814, up 34 per cent over the 1968 total of \$335,411,082. Gross revenues (sales by Company-owned outlets, rental income, service fees, initial location and license fees, gains on sales of Company-owned outlets and other income) totaled \$129,526,897, an increase of 32 per cent over 1968's gross of \$97,793,716. Part of this increase reflects higher license service fees on all new McDonald's outlets. In May, 1969, the fee went from 2.5 per cent to 2.8 per cent of monthly gross sales and was further increased to three per cent in January, 1970. Shortly after the year-end rentals were raised to 8.5 per cent from 8 per cent.

During 1969 individual restaurants continued to set new sales records, adding impressively to your company's progress. Our "Big Mac" sandwich, successfully introduced in the latter part of 1968, and which entered all markets in 1969, has won wide customer acceptance. One well established location set a sales record for the year of \$979,758 and went on to \$1,000,964 for the 12 months ended January 31, 1970, the first outlet to reach the million-dollar mark. Another had a record month of more than \$100,000, and a third had a record opening day and week of more than \$4,000 and \$27,000 respectively. Average volume for all outlets was more than \$391,000 compared with \$333,000 last year. A total of 183 outlets earned membership in our "over \$500,000 club," compared with 75 in 1968.

During the year we opened an all-time high of 211 new restaurants, including a record 86 in the fourth quarter. These included our first outlets in Montana and Vermont and we have obtained property for our first Alaskan restaurant in Anchorage, the fiftieth state to host McDonald's. And in 1969 we sold our five-billionth hamburger, more evidence that McDonald's is "my kind of place" with the American public.

At the close of the year we had a total of 1,298 outlets, compared with 1,087 at the end of 1968. An additional 93 outlets were under construction at year end. We have set a goal of 2,500 by 1975.

Your Company acquired 43 outlets, some with related real estate interests and territorial rights, from several multiple licensees and opened 37 new Company-owned outlets. We also sold to licensees 15 restaurants which had been Company-owned. In most instances the outlets sold were in scattered locations, making them less practical for the Company to operate than those located in clusters of five or more.

Shortly after the close of the year we agreed in principle to acquire five restaurants in the Madison, Wisconsin, area from a licensee.

83 per cent of the McDonald's outlets were operated by licensees at

Message from management



year-end. Your Company intends to remain essentially a licensing organization.

The international program of our Company is beginning to take shape. Steven J. Barnes, one of our most experienced senior executives, has been appointed President of McDonald's International Division. Our Company employed Edward Lifmann, who has had many years of experience in international commerce, as Director of International Operations.

Exploratory discussions with foreign companies will continue in order to determine McDonald's expansion program in various world markets. We expect to open our first restaurants in Europe, and possibly Asia, in 1971.

During the year we acquired an additional interest in McCan Franchises, Ltd., one of our two Canadian licensees, bringing our total interest in that company to 32.6 per cent. McCan, with headquarters in Vancouver, British Columbia, had 19 outlets in operation and two under construction in western Canada at the end of the year.

After the close of the year we entered an agreement in principle to acquire the remaining 80 per cent interest in McDonald's Drive-Ins of Ontario, Ltd. for common stock. The acquisition would include ten restaurants in operation in Ontario, three under construction, related real estate interests and territorial rights. Factors governing completion of the transaction include favorable rulings under both U.S. and Canadian revenue acts.

Both companies have embarked on aggressive expansion programs as a result of the great acceptance of McDonald's and awareness of the McDonald's name among the Canadian public.

Additional gains were made in Puerto Rico, where we have six outlets. In another expansion in the Caribbean, we soon will open our first restaurant at St. Croix in the Virgin Islands.

During the recent year our common stock became listed on the Midwest and the Pacific Coast Stock Exchanges, broadening our base in the financial community.

A secondary issue of 477,869 common shares of McDonald's Corporation was offered to the public in July, 1969. The proceeds from the sale of these shares did not accrue to the Company and the sale did not dilute the Stockholders' interest in the Company.

After the end of the year we called for redemption, by February 9, 1970, \$20 million of 4¼ per cent convertible subordinated debentures due 1993.

One of the highlights of the year was our National Operators' Convention in Miami, attended by licensees and Company personnel. Under the theme, "The Market of the '70's," we took a close look at trends in the fast-food industry and ways to serve the changing market of the future. Special attention was paid to the importance of timely remodeling of established McDonald's restaurants and to developing strong management methods at the store level.

To better assist our licensees in meeting the "new" market, we have increased our regional staffs and reduced the number of outlets for which each field consultant is responsible.



McDonald's Marketing Department maximized the effect of its program through the combined coordination of advertising and promotion on the local and national levels. The quality of advertising materials for use in local campaigns was further strengthened in 1969, increasing our impact in each individual market, and collectively throughout the nation.

Your company now ranks among the top 20 brand advertisers in the country, using one national and 63 local advertising agencies which account for billings in excess of \$20 million a year. All major media including national radio, all three television networks, and Life, Look, and Parents' magazines are used in this aggressive advertising effort. McDonald's commercials recently were cited for their effectiveness by several authoritative marketing organizations.

Our market research arm launched an on-going survey to measure your company's strength with consumers and provide direction for our marketing strategy. This effort has been instrumental in our continued growth and will remain a valuable aid in planning for the future.

Plans for new outlets and for remodeling projects put added emphasis on our new architecture, landscaping, and interior decor. For those sites where seating is appropriate, accommodations range from 24 to 250 seats. Licensees have a choice of three interior styles—Mediterranean, Colonial and Contemporary—to complement their respective community scene. New equipment for the grill area also has been developed, resulting in a consistently hotter, better product.

Another milestone was the groundbreaking for our new world headquarters building in Oak Brook, a suburb of Chicago. We will occupy three floors of the eight-story building and will lease the remaining space to outside tenants. The building is scheduled for completion in the Spring of 1971.

We opened our second Ramond's and Pie Tree outlets in Chicago and Glendale, California, respectively. These pilot operations will help us determine the best approach to the markets they are designed to serve.

There were changes in executive personnel during the year. Mrs. June Martino, Secretary and Treasurer, returned to private life. Mrs. Martino has been with McDonald's since your Company was founded and made an invaluable contribution over the years. She remains as a member of the Board of Directors and as a consultant to the Corporation.

Richard J. Boylan, Senior Executive Vice President and Chief Financial Officer, was named to the additional position of Treasurer. Norman D. Axelrad, Vice President and General Counsel, assumed the duties of Secretary. Both also are Directors.

C. J. Lynch, Jr., formerly Vice President-Mid-Atlantic Region, was named Executive Vice President, with responsibility for operations within our six regions; Bernard T. Hall, Operations Director, was elected Vice President-Operations. Gerald Newman, formerly Assistant Controller, became Vice President and Controller. Also named Vice President were Peter Weitzman and James Zien, both of whom formerly were licensees.



Patrons dine in one of our outlets with interior seating

Burton D. Cohen, Corporate Attorney, was elected Assistant Secretary.

At their February, 1970, meeting your Board of Directors made additional important appointments. Steven J. Barnes was named President of the International Division of McDonald's Corporation. He will continue to serve as an Executive Vice President of the Corporation.

Paul D. Schrage was appointed an Executive Vice President—Marketing, and has the responsibility for product development, advertising, marketing information services, operations and training.

G. Brent Cameron, Vice President-Southern Region, became an Executive Vice President—New Store Development, with responsibility for real estate, acquisition, construction, equipment, and purchasing functions.

Donald R. Case, Vice President-Real Estate, was named Senior Vice President-Real Estate. Seymour Greenman, Director-Real Estate Legal, also was appointed Assistant Secretary.

Your Company and its licensees employ some 55,000 persons whose devotion to McDonald's is responsible for our steadily expanding role as part of the American scene. Your Management is confident that our growth will continue into the seventies.

Our Annual Meeting will be held at 10:00 a.m. Tuesday, April 21, 1970, at Hamburger University, 2010 Higgins Road, Elk Grove, Illinois. Your Directors and Officers cordially invite you to attend.



Ray A. Kroc

Chairman of the Board
and
Chief Executive Officer



Fred L. Turner

President
and
Chief Administrative Officer



(Top) Customers place their orders at the service window.

(Bottom) New architecture gives McDonald's outlets a handsome look to complement their surroundings.



McDonald's is as attractive by night as by day.



Architect's rendering shows McDonald's Plaza, our dramatic new world headquarters, which will be completed next Spring.

Ray A. Kroc	Chairman of the Board and Chief Executive Officer	Directors
Fred L. Turner	President and Chief Administrative Officer	
Richard J. Boylan	Senior Executive Vice President, Chief Financial Officer, Treasurer	
Norman D. Axelrad	Vice President, Secretary, General Counsel	
Donald G. Lubin	Partner—Sonnenschein Levinson Carlin Nath & Rosenthal, Chicago	
June Martino	Consultant	
J. R. Simplot	President—J. R. Simplot Company, Boise, Idaho	
Allen P. Stults	Chairman of the Board— American National Bank and Trust Co. of Chicago	
David B. Wallerstein	Business Consultant	

Ray A. Kroc	Chairman of the Board and Chief Executive Officer	Officers
Fred L. Turner	President and Chief Administrative Officer	
Richard J. Boylan	Senior Executive Vice President, Chief Financial Officer, Treasurer	
Steven J. Barnes	Executive Vice President, President International Division	
A. E. Bernardin	Executive Vice President—The Pie Tree and Ramond's	
G. Brent Cameron	Executive Vice President—New Store Development Construction, Equipment, Real Estate and Purchasing	
C. J. Lynch, Jr.	Executive Vice President	
James C. Schindler	Executive Vice President—Design	
Paul D. Schrage	Executive Vice President—Marketing Operations, Advertising, Marketing Research, Product Development and Training	
Norman D. Axelrad	Vice President, Secretary, General Counsel	
Donald R. Case	Senior Vice President—Real Estate	
John D. Cooke	Vice President—People and Organization	
Donald F. Devitt	Vice President—Mideast Region	
Bernard T. Hall	Vice President—Operations	
H. Cliff Hullender	Vice President—Southern Region	
Gerald Newman	Vice President and Controller	
Robert A. Papp	Vice President—Architecture and Construction	
Robert B. Ryan	Vice President and Assistant Treasurer	
Luigi Salvaneschi	Vice President—Real Estate Acquisition	
Edward H. Schmitt	Vice President—Midwest Region	
Peter Weitzman	Vice President	
James D. Zien	Vice President	
Burton D. Cohen	Assistant Secretary	
Seymour Greenman	Assistant Secretary	



Ray A. Kroc



Fred L. Turner



June Martino



Donald G. Lubin



Richard J. Boylan



Steven J. Barnes



A. E. Bernardin



G. Brent Cameron



C. J. Lynch, Jr.



J. R. Simplot



Allen P. Stults



James C. Schindler



Paul D. Schrage



David B. Wallerstein



Norman D. Axelrad



Donald R. Case



John D. Cooke



Donald F. Devitt



Bernard T. Hall



H. Clifton Hullender



Gerald Newman



Robert A. Papp



Robert B. Ryan



Luigi Salvaneschi



Edward H. Schmitt



Peter Weitzman



James D. Zien



Burton D. Cohen



Seymour Greenman



McDonald's on the American scene

To millions of modern Americans, a world without the McDonald's hamburger is as incomprehensible as a world without television.

The comparison is valid. Few businesses this side of television have had such widespread impact on the American scene. In the comparatively short time since our first store opened in 1955, McDonald's has literally revolutionized the eating-out habits of American families—and in the course of years, has become a major economic factor as well.

Vogue magazine saw McDonald's this way: "A whole generation of American children has grown up thinking McDonald's is to hamburgers what Kleenex is to facial tissues."

It's not only that we sell more hamburgers than anyone else to a nation that eats more hamburgers than anything else. Beyond that, McDonald's has profoundly changed the American public's ideas about where, when and how to eat out. As difficult as it is to envision today—except perhaps for the pre-TV generation—the whole McDonald's concept of streamlined self-service, budget prices, limited menu and emphasis on the family trade was brand new when Ray A. Kroc introduced it back in 1955.

McDonald's has been called the hottest new restaurant idea in decades and its growth the greatest in the history of the restaurant business.

It has sparked the development of the new fast food industry and has been at the forefront of its growth.

Founder Ray Kroc, now board chairman, credits it all to "finding something the public wants, something basic and simple, something that can be sold in volume and something of consistently good value."

It's easy to measure McDonald's impact on the American scene in terms of dollar volume or number of hamburgers sold. (We sold our five-billionth hamburger in 1969, and are selling burgers at the rate of 3.5 million a day.) Even the most casual kind of scorekeeping can hardly fail to note the crowds that flock to McDonald's, or the way that our golden arches criss-cross the countryside. But all this is still only a part of the picture. There are other equally important ways that McDonald's has made itself felt on the American scene—and ways to measure the direct impact.

Financial Impact

Comparatively young as corporations go, McDonald's has already emerged as a major force in the financial world. Our role in the economy is both national and local, and the impact, on both levels, is significant.

Nationally, the financial community looks at McDonald's in terms of investment. For example, an article entitled "The Bankers Choice" in the January, 1970, issue of Finance Magazine listed common stocks that bank trust managers believe will be good investments for trust portfolios. McDonald's was the only company exclusively in the fast-food industry among 295 cited as "the most interesting prospects in the first quarter of 1970."

Another measure of McDonald's stature on the national business scene is the unique role of real estate in our operation. McDonald's is a landlord,

owning or controlling land and buildings which are leased or sub-leased to licensees. While many companies' ability to expand is limited by the capability of licensees to acquire land and construct buildings, we offer our licensees ready-to-go outlets. Significantly, new McDonald's licensees will pay 8.5 per cent of their gross sales as rent, compared with only three per cent in service fees.

Locally, in community after community as the number of outlets climbs steadily toward the 2,500 mark targeted for 1975, McDonald's makes its substantial contribution to the local economy. Each of the 211 outlets opened last year was in a building costing an average of \$130,000 and located on land with an average cost of \$100,000. Each new outlet had equipment costing \$70,000 and provided jobs for about 45 persons. In 1969 alone, this added up to \$27,430,000 in buildings, \$21,100,000 in land, \$14,770,000 in equipment and 9,495 jobs.

Local contractors build the buildings and local bankers frequently finance the operation. And McDonald's dollars keep pouring into the community. Advertising money is spent locally as well as nationally. Most food product purchasing—in 1969 about \$150 million—is from local suppliers, making both suppliers and licensees valued customers of local banks.

Each McDonald's is a thriving local business, figuring importantly in the economic picture of its community, even as McDonald's Corporation makes its impact on the national financial scene.

Purchasing Superlatives

So much attention is riveted on the quantities of food we sell that people don't think about McDonald's as a customer. The specialization that is a cornerstone of our operation inevitably means that each purchase is in the record-breaking category.

Only the federal government uses more ground beef. The average McDonald's store uses a ton of beef a week, while nationally 765,000 head of cattle were needed to produce the 93 million pounds of beef patties served in 1969. All beef used at McDonald's is domestic beef.

It's the same story with fish and all the other food products on McDonald's shopping list. Last year our restaurants used 17 million pounds of fish portions in our Filet O'Fish sandwiches, 60 million pounds of flour needed to produce our buns and 268 million pounds of potatoes grown on 12,750 acres of Idaho potato fields. Garnishing our meals were 1.5 million gallons of catsup and a million gallons of pickles.

Not that McDonald's actually goes out and buys in these staggering quantities. Rather, the superlatives represent the sum total of purchases by our licensees, as well as by our Company-owned outlets. McDonald's with its real estate base, does not buy for, or sell to, its licensees. Instead, the Company sets the high quality standards and operators do their own buying in compliance with these standards.

Quality control is the Corporation's most important function when it comes to McDonald's as a customer. Standards are rigid—and strictly



enforced—and cover everything a licensee buys, prepares and serves. Take beef, for example. Quality control inflexibly sets the standards for the 100 per cent beef that goes into a McDonald's hamburger; the licensee does his buying based upon those standards.

People Who Care

Nothing distinguishes McDonald's more than its people—some 55,000—licensees, their employees, executives and staff in corporate headquarters and regional offices.

Licensees are of many varied backgrounds. There are retired military officers, former dentists and drug store owners, a former assistant secretary of labor, research chemists, interior decorators and advertising executives. But they all have in common the dedication and enthusiasm Ray A. Kroc brought with him when he founded McDonald's.

As McDonald's has grown, the unique "McDonald's spirit" has grown, too—and from President Fred L. Turner to the newest crewman at a neighborhood outlet, it shows.

In city after city, you'll find our licensees, or managers of Company-owned outlets, deeply involved in their communities. A random sampling of last year's community activities included a Junior Chamber of Commerce President, the recipient of an "Employer of the Year" award, a donor of scholarships to high school students, the businessman most active in a local youth organization, sponsors of Little League baseball and football teams, and a host for a trip to the circus for senior citizens.

Our licensees are carefully selected and the demand for a McDonald's license is so great that we receive scores of inquiries each week from persons interested in obtaining one.

New licensees and their managers learn the McDonald's methods of operation at "Hamburger University," our modern training school, which will graduate its 100th class this Spring. Here the "students" learn everything from how to grill the burgers to how to keep the books. They not only receive practical training in operating procedures but, by means of sophisticated audio-visual equipment, watch demonstrations by specialists in various fields of operations. Result: the public is assured of consistent quality, service and cleanliness in every McDonald's outlet.

McDonald's has long recognized the importance of minimizing employee turnover and has pioneered in innovative employee relations techniques. In 1969, for instance, McDonald's made headlines with its "summer hours" program. Working hours in corporate and regional offices were lengthened during the week so offices could be closed on Friday afternoons, giving executives and staff employees the benefit of a two-and-one-half-day weekend.

And while the McDonald's spirit makes itself felt in many ways, nowhere is it more evident than in the dedication to quality and service that pervades the entire organization. McDonald's people make their mark, and it shows in the product they serve.



Effective Marketing

A concentrated marketing effort keeps McDonald's constantly in the public eye. It's a different kind of marketing program, as distinctive as McDonald's itself. And it's effective.

National and local advertising reinforce each other. On the national scene, the Company conducts intensive market research as an aid in planning annual campaigns. All advertising and promotional materials are prepared at the corporate level to assure quality and consistency and are pre-tested to assure effectiveness.

Licensees, in addition to monies spent in their communities, join forces in a voluntary national advertising fund (OPNAD for "Operators National Advertising") unique in the franchise field. Beyond that, the corporation buys national advertising—and conducts nationwide promotions with far-reaching impact that can be measured in increasing sales. National and local efforts dovetail so the national image of McDonald's is identified strongly with the neighborhood outlet in the local community.

A typical national-local program was the 100 per cent beef campaign centered around Parents' Magazine's "Guarantee Seal," an unprecedented money-back guarantee of McDonald's 100 per cent beef awarded in 1969. The Corporation placed national advertising to tell the country about the guarantee—and at the same time provided material for local level advertising and promotion.

Some McDonald's promotions have impact in and of themselves, beyond putting over the message of good, fast food.

For instance, there's the annual McDonald's All-American High School Band selected by famed bandmaster Paul Lavalle from musicians nominated locally by approximately 29,000 high school band directors. All 50 states are represented in the band, which is spotlighted in the nationally televised Macy's Thanksgiving Day Parade and the Tournament of Roses Parade on New Year's Day. The band has a reputation of its own and has extended McDonald's influence into new areas.

Similarly, the Ronald McDonald clown character created to represent McDonald's in advertising and promotion has become a celebrity in his own right. Ronald is so inextricably identified with McDonald's that every appearance furthers the McDonald's image, but Ronald has his own image, too. He ranks at the top in the hierarchy of children's favorites, and a Ronald McDonald appearance is one of the biggest crowd-builders an outlet can schedule.

Another popular 1969 promotion was tied in with the first Apollo landing on the moon. A "moon map" was distributed through local outlets to help youngsters and their parents visualize what the first two men on the moon were seeing and doing.

As the market which McDonald's in great part created becomes more competitive, increasing emphasis on marketing helps McDonald's remain ahead of the competition.



Summing up

Any breakdown of the McDonald's impact on the American scene is a little arbitrary. The best marketing effort would be ineffective if it weren't backed up by quality control. Conversely, it takes marketing to tell the public about even the finest product. It takes a "people-minded" corporation to pinpoint so precisely what the public wants.

Ultimately the impact is on the consumer—and the community. Although McDonald's was a national chain of 1,298 restaurants last year, doing a volume of \$450 million, each McDonald's outlet was an independent business with its own impact on the community. And it contributed to the economic development of the area in which it was located.

The economic benefits to the communities across the nation included, in part, the monies spent by our licensees in the operation of their units. In 1969 it was something like this:

Stores' employee wages	\$ 90,000,000
Advertising	20,000,000
Food products	150,000,000
State and local taxes,	
local services and utilities	61,000,000
Equipment	14,000,000
Land and buildings*	49,000,000

*McDonald's Corporation either owns the property or has a leasehold interest.

Nor is McDonald's impact on the community economy confined to the restaurants, themselves. For example McDonald's has been directly responsible for the establishment of at least four new independent bakeries to supply our outlets in their areas as well as to serve other customers. One of these bakeries was developed in 1969 at a cost of \$1,250,000. How many other new businesses—with their financial investments and payrolls—have been stimulated by the presence of McDonald's in the community would be impossible to estimate.

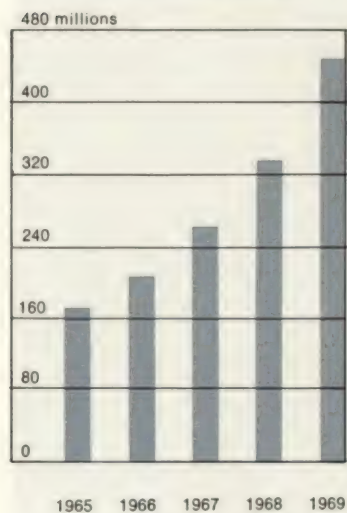
From an unknown, untried idea back in 1955 McDonald's has truly become a force on the American scene.



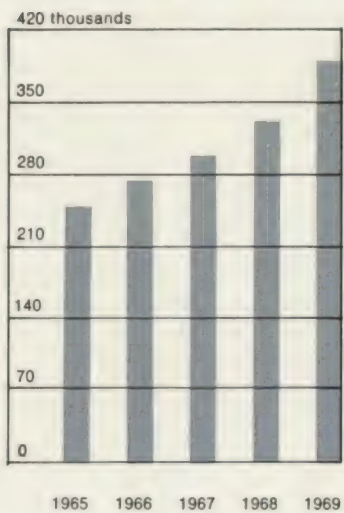


Growth profile

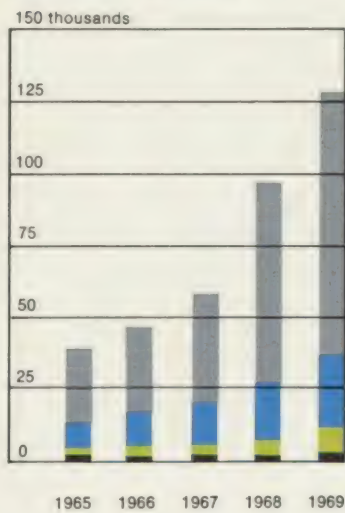
sales of all licensed
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Company-owned outlets



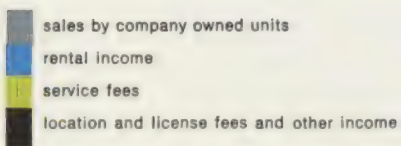
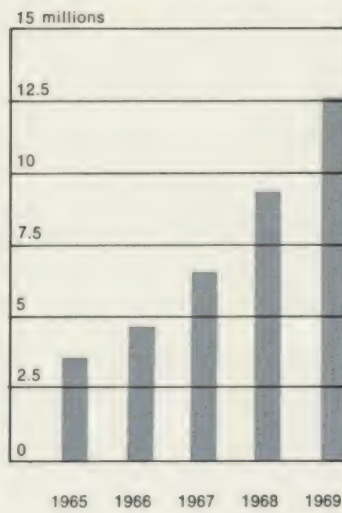
average sales volume per unit



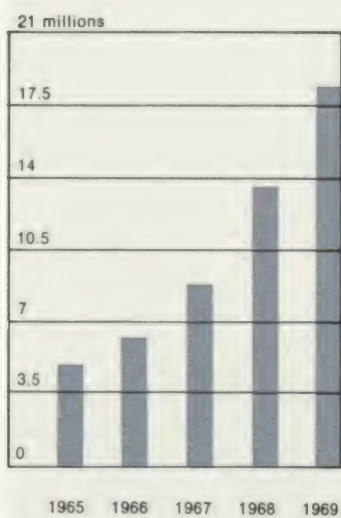
sources of revenue



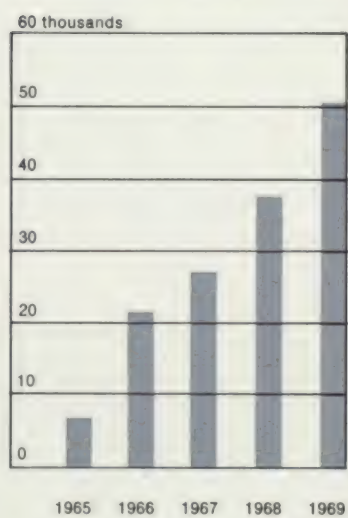
net income



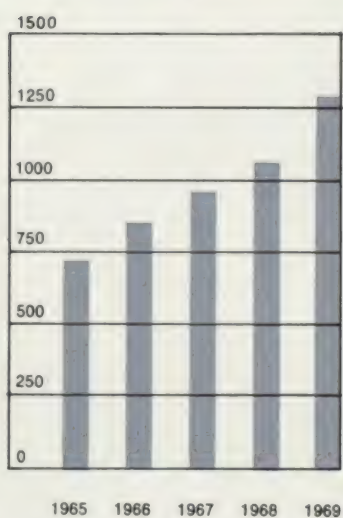
cash flow



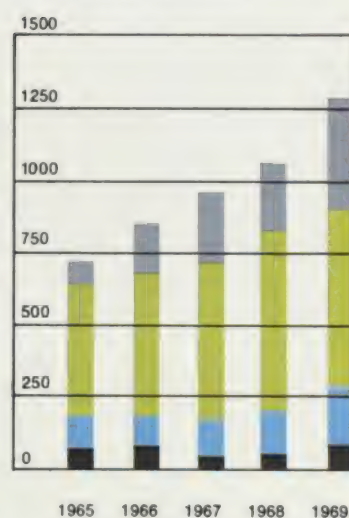
stockholders' equity



number of units



real estate locations



sites owned
 sites leased
 sites ground leased
 no real estate interest
 (includes foreign locations)

Consolidated Balance Sheet

Assets	December 31, 1969	and 1968
Current assets:		
Cash and certificates of deposit	\$ 7,439,393	12,795,640
Short-term investments, at cost which approximates market	4,144,700	4,079,736
Notes receivable	1,792,899	1,120,535
Accounts receivable and current security deposits (Note 7)	3,640,992	3,099,215
Inventories, at cost, which is not in excess of market	998,266	856,862
Prepaid expenses	1,730,276	1,142,724
Costs recoverable under financing agreements (Note 2)	14,962,944	11,274,460
Total current assets	34,709,470	34,369,172
Other assets and deferred charges:		
Security deposits on leased property (Note 7)	685,167	1,035,494
Investments in Canadian licensees, at cost (Note 3)	1,212,258	376,995
Receivables due after one year and other investments	3,080,346	3,072,304
Unamortized debt discount and expense	998,076	732,914
Deposits on land purchases	340,853	286,702
Miscellaneous	530,722	447,606
Total other assets and deferred charges	6,847,422	5,952,015
Property, plant and equipment, at cost (Note 6):		
Land	32,583,489	18,541,355
Buildings, leases and leasehold improvements	55,890,494	38,670,761
Equipment and signs for units	16,397,578	12,387,691
Furniture, fixtures and other equipment	2,178,413	1,839,388
	107,049,974	71,439,195
Less accumulated depreciation and amortization	13,083,475	9,448,983
Net property, plant and equipment	93,966,499	61,990,212
Intangible assets:		
Franchise and operating rights (Note 4)	9,583,440	8,034,918
Other, at cost less accumulated amortization	72,129	80,227
Net intangible assets	9,655,569	8,115,145
	<u>\$145,178,960</u>	<u>110,426,544</u>

Liabilities and Stockholders' Equity

December 31, 1969 and 1968

Current liabilities:

Notes payable	\$ 346,382	
Accounts payable and accrued liabilities	10,849,118	7,446,302
Federal income taxes	6,262,799	3,901,341
Long-term debt due within one year	4,135,468	3,749,674

Total current liabilities	21,593,767	15,097,317
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Long-term debt due after one year (Note 6):

Mortgage notes and land purchase contracts payable	30,442,153	19,672,239
Notes payable—		
Subordinated	1,750,478	1,298,564
Equipment purchases	3,767,344	1,928,039
Other	717,725	644,534
4¼ % convertible subordinated debentures	19,953,000	20,000,000

Total long-term debt	56,630,700	43,543,376
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Deferred federal income taxes (Note 5)	2,203,808	1,516,513
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Security deposits by lessees (Note 8)	14,197,823	12,198,957
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Commitments and contingent liabilities (Notes 1, 2, 3 and 7)**Stockholders' equity (Note 9):**

Series preferred stock, no par value—		
Authorized—300,000 shares		
Issued and outstanding—3,303 shares	3,303,000	3,303,000
Common stock, no par value—		
Authorized—25,000,000 shares		
Issued and outstanding—		
10,758,159 shares in 1969 and 10,754,921 shares in 1968	1,196,308	1,195,947
Additional paid-in capital	8,078,284	7,983,860
Retained earnings	37,975,270	25,587,574

Total stockholders' equity	50,552,862	38,070,381
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	<u>\$145,178,960</u>	<u>110,426,544</u>
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See accompanying notes.

Consolidated Statement of Income

	years ended December 31, 1969	and 1968
Revenues:		
Sales by Company-owned units	\$ 92,272,309	70,717,218
Rental income	24,786,514	18,130,909
Service fees	7,870,753	5,727,455
Initial location and license fees	1,920,959	1,118,948
Gains on sales of Company-owned units	1,317,429	1,078,422
Interest income	819,913	651,550
Other income—net	539,020	369,214
	<hr/>	<hr/>
Total revenues	129,526,897	97,793,716
Costs and expenses:		
Company-owned units—		
Cost of sales	34,928,092	27,062,782
Rent	1,689,763	1,567,176
Depreciation and amortization	2,299,002	2,152,315
Other operating expenses	35,269,748	26,165,153
Interest expense	338,169	411,549
	<hr/>	<hr/>
	74,524,774	57,358,975
Expenses applicable to rental income—		
Rent	6,838,354	5,649,807
Depreciation and amortization	1,458,384	991,929
Interest expense	1,460,306	1,023,100
	<hr/>	<hr/>
	9,757,044	7,664,836
General, administrative and selling expenses	17,486,214	13,149,060
Other interest charges (principally on long-term debt)	3,417,574	2,054,928
	<hr/>	<hr/>
Total costs and expenses	105,185,606	80,227,799
Income before federal income taxes	24,341,291	17,565,917
Provision for federal income taxes (Note 5)	11,700,000	8,197,000
Net income	<u>\$ 12,641,291</u>	<u>9,368,917</u>
Net income per share of common stock (Note 11)	<u>\$1.16</u>	<u>.85</u>

McDonald's Corporation and Subsidiaries

See accompanying notes.

Consolidated Statement of Retained Earnings

	years ended December 31, 1969	and 1968
Balance at beginning of year, as previously reported	\$	15,914,996
Restatement for companies acquired through poolings of interests in 1969 (Note 1)		693,229
Balance at beginning of year, as restated	25,587,574	16,608,225
Net income	12,641,291	9,368,917
Adjustment for net income of a partnership predecessor to five businesses acquired through poolings of interests in 1969 and pro forma income tax provisions		67,376
Adjustments arising from differences in fiscal years of pooled businesses	(77,550)	47,468
	38,151,315	26,091,986
Deduct:		
Dividends paid on Series preferred stock—\$60 per share annual rate	176,045	46,000
Distributions of pooled businesses prior to acquisition, net of capital contributions to a predecessor partnership		373,890
Excess of cost over stated value of treasury stock retired by pooled businesses		84,522
	176,045	504,412
Balance at end of year	\$37,975,270	25,587,574

McDonald's Corporation and Subsidiaries

See accompanying notes.

Consolidated Statement of Source and Disposition of Working Capital

	years ended December 31, 1969	and 1968
Source of working capital:		
Net income	\$12,641,291	9,368,917
Charges against net income not involving working capital—		
Depreciation and amortization	4,061,306	3,302,874
Amortization of intangible assets and deferred charges	557,090	392,563
Deferred federal income taxes	814,000	720,597
	<u>18,073,687</u>	<u>13,784,951</u>
Adjustments relating to pooled businesses prior to dates of acquisition	(110,000)	151,081
	<u>17,963,687</u>	<u>13,936,032</u>
Decrease in security deposits with lessors	350,327	229,088
Disposals (including sales and leasebacks) of property, plant and equipment (gains or losses included in net income)	1,968,096	4,199,414
Issuance of securities—		
4 1/4 % convertible subordinated debentures (conversions)	(47,000)	20,000,000
Other long term debt (decrease)	13,134,324	(5,661,170)
Common stock	94,785	3,310
Increase in security deposit by lessees	1,998,866	1,642,381
	<u>35,463,085</u>	<u>34,349,055</u>
Disposition of working capital:		
Additions to property, plant and equipment	36,184,225	14,438,521
Property and other assets of purchased businesses (Note 1)	3,937,005	1,612,000
Increase in investments in Canadian licensees	835,263	376,995
Net additions to other assets, deferred charges and intangible assets	486,699	1,534,450
Dividends on preferred stock	176,045	46,000
Transactions of pooled businesses prior to acquisition—		
Distributions		373,890
Retirement of treasury stock		94,922
	<u>41,619,237</u>	<u>18,476,778</u>
Increase (decrease) in working capital	<u>\$ (6,156,152)</u>	<u>15,872,277</u>

McDonald's Corporation and Subsidiaries

See accompanying notes.

Notes To Consolidated Financial Statements

December 31, 1969

1. ACQUISITIONS OF BUSINESSES

During 1969, the Company acquired 22 McDonald's units owned by licensees for an aggregate of 197,871 shares of its common stock and 1,003 shares of its 6% cumulative convertible preferred stock (see Note 9) in transactions accounted for as poolings of interests. The accounts of the acquired units have been included in the consolidated financial statements for the entire 1968 and 1969 years. The Company is contingently liable for issuance of up to an additional 116,014 shares of its common stock for acquired units depending on a formula related to future market price of the common stock. Based on the market value of the Company's common stock at December 31, 1969, no additional shares would be issuable under the formula.

In addition, during 1969 the Company purchased 21 units from licensees and sold 15 Company owned units to licensees.

Subsequent to December 31, 1969, the Company reached agreements in principle, subject to a number of conditions, to acquire in exchange for shares of the Company's common stock (1) the majority interests (80%) held by others in McDonald's Drive-ins of Ontario, Limited, its licensee for eastern Canada, including territorial rights, 10 units in operation and 4 under construction and (2) five operating units and territorial rights from licensees in the Madison, Wisconsin area.

2. FINANCING AGREEMENTS

Through February 27, 1970, the Company had mortgage and sale and leaseback commitments to finance costs incurred for property and buildings. Costs recoverable under these financing agreements (\$14,962,944) have been shown as current assets. Under the sale and lease-back agreements the Company has, in most cases, the option, at the end of the initial lease term (generally 20 years), to purchase the property based upon fair market value, or to renew the lease for specified periods.

As of December 31, 1969, costs to complete properties under construction approximated \$7,300,000.

3. INVESTMENTS

The Company has investments in its licensees in eastern Canada and western Canada of 20% and 33%, respectively. In connection with the acquisition of these interests, the Company has guaranteed borrowings by these licensees aggregating \$5,437,000 at December 31, 1969 and is committed to guarantee future additional borrowings and lease rental obligations (relating to new units) up to \$5,726,000, if required. In exchange for one of the guarantees, the Company is to receive an additional 5% interest (in non-voting stock) upon repayment of the loan by the eastern Canada licensee or an additional 12½% interest in the event the Company assumes the loan. Subsequent to December 31, 1969, the Company reached agreement in principle, subject to a number of conditions, to acquire the 80% of the outstanding stock of this licensee held by others (see Note 1).

4. INTANGIBLE ASSETS

In 1961, the Company acquired the underlying rights (previously covered by a 99 year franchise agreement) to the McDonald's System, trademarks and trade names for \$2,700,000 plus acquisition costs. Through December 31, 1969, an aggregate of \$510,013 (including \$171,609 in 1969), representing proceeds from the sales of certain exclusive foreign territorial licenses, had been credited against the cost of these rights. No amortization is being provided for the balance of such rights (\$2,198,956) as the Company feels there is no decrease in value.

In 1969 and prior years, the Company purchased franchise rights from certain of its licensees. The costs of the franchise rights acquired are being amortized over their remaining lives. The unamortized amount at December 31, 1969 totaled \$7,384,484.

5. FEDERAL INCOME TAXES

The Company and its subsidiaries follow the practice of filing separate federal income tax returns and have elected to receive multiple surtax exemptions.

Depreciation of buildings and restaurant equipment is provided for tax purposes principally on accelerated methods, whereas for book and financial statement purposes depreciation is provided on a straight line basis. Provision has been made for deferred federal income taxes (\$814,000 in 1969) in recognition of this and certain other differences between income reported in the financial statements and income reported in the federal income tax returns.

6. LONG-TERM DEBT

Mortgage notes and land purchase contracts relate to land and buildings purchased and/or constructed by the Company and its subsidiaries. These obligations are generally payable in monthly installments, with interest ranging from 5½% to 8¼% per annum, and mature over various terms to nineteen years. At December 31, 1969, land and buildings with aggregate costs of \$52,006,000 were pledged as security for these obligations. Prior to 1968, the Company entered into sale and leaseback arrangements requiring payment of rent equivalent to monthly amortization of cost, plus interest, generally over a fourteen year term. After five years, the Company has the option to purchase the property for the unamortized costs. At the conclusion of the lease, the title to the property reverts to the Company. The units sold and leased back under these arrangements (\$10,097,000) are treated in the accompanying balance sheet as property, plant and equipment and the related rental obligations are included with mortgage debt.

The subordinated promissory notes are due December 31, 1981, and under certain conditions may be extended to December 31, 1991. Payments of principal, interest and premium are based on gross receipts of all units (both Company and independently operated) according to certain formulas set forth in the note agreements, which formulas vary during three payment periods. Each quarter during the first two payment periods, a determination is made of .5% of gross receipts, of which .4% is payable currently to the noteholders and the remaining .1%, "deferred portion," becomes a fixed liability and is payable as explained below. The first period, which ended October 31, 1966, was the time which would have been required to pay the original loan of \$2,700,000 with interest at 6% per annum if the entire .5% of gross receipts were applied as debt reduction. The second period, equal in time to the first period, will end September 30, 1971. The third period is the time required to pay the deferred portion at the rate of .4% of gross receipts. In any event, the balance of the deferred portion must be paid by December 31, 1991.

Payments made to the noteholders during the first period were allocable equally between principal and interest. Payments during the second period are allocable to principal on the basis of the greater of .2% of gross receipts each quarter, or the unpaid principal at the beginning of the second period divided by the number of quarterly payments to occur during the second period. For 1969, \$2,254,124 was accrued and subsequently paid to the noteholders. Of this amount \$2,153,432 was allocated to interest and \$100,692 was allocated to principal. At December 31, 1969 no remaining principal balance was outstanding. All remaining payments through September 30, 1971 are allocable to interest. After that date the interest charges cease and payments will be charged against the "deferred portion."

Notes payable for equipment purchases relate principally to equipment and signs at Company-owned units. These notes are generally due in monthly installments and have maturities ranging up to five years, with interest at 4½% to 9¼% per annum. At December 31, 1969, equipment and signs with aggregate costs

of \$7,008,000, were pledged as security for the equipment purchase notes.

Other notes payable include \$544,534 of 7% notes due to insurance companies, payable \$100,000 on November 1 of each of the years through 1974, with the balance payable November 1, 1975.

During 1969, 4¼% convertible subordinated debentures in the principal amount of \$47,000 were converted into 1,468 shares of common stock of the Company at \$32 per share (see Note 9). In January 1970, the outstanding debentures were called for redemption on February 9, 1970 and conversion rights terminated after the close of business February 5, 1970. Debentures in the principal amount of \$19,909,000 were submitted for conversion into 621,889 shares of common stock at \$32 per share plus cash in lieu of 267 fractional shares.

Aggregate maturities of long-term debt for the five years ending December 31, 1974 are as follows: 1970—\$4,135,000; 1971—\$4,792,000; 1972—\$4,843,000; 1973—\$2,817,000; and 1974—\$2,380,000.

7. LEASE COMMITMENTS AND LEASE DEPOSITS

At December 31, 1969, the Company and certain of its subsidiaries were lessees under approximately 870 ground leases or improved leases covering McDonald's unit locations. Lease terms are generally for twenty years and, in many cases, provide for renewal options. Minimum annual rentals under leases in effect at the end of 1969 approximate \$9,075,000 during the ten years 1970 through 1979, and range from \$8,168,000 to \$1,297,000 during the ten years 1980 through 1989.

Security deposits made by the Company and its subsidiaries under improved leases for unit locations are generally refundable at the end of the tenth year of the lease. Of the deposits at December 31, 1969, \$538,000 were refundable in 1970 and the balance as follows: 1971—\$288,000; 1972—\$215,000; 1973—\$32,000; and subsequent years—\$150,000.

The Company and its subsidiaries also lease certain office space under leases expiring on various dates through 1976. Annual rentals amount to \$468,000.

8. RENTS RECEIVABLE AND DEPOSITS BY LESSEES

The leased properties for units referred to in the preceding Note, as well as certain real estate owned by the Company, have been subleased or leased to unit operators. Sublease terms are generally for twenty years. Minimum annual rentals receivable from unit operators during the ten years 1970 through 1979 range from \$17,607,000 to \$17,065,000. The subleases or leases with unit operators provide for percentage rental payments based on sales. For the year 1969, the percentage rental income amounted to \$8,973,000 (\$5,922,000 for 1968).

Lease security deposits received from the unit operators (sublessees or lessees) are generally refundable 50% at the end of the fifteenth year and the balance at the termination of the lease. As of December 31, 1969, deposit refunds which will become due for all years through 1975 total \$916,000. Refunds due for the individual years 1976 through 1988 range from \$499,000 to \$1,780,000. Refunds of \$139,000 due in 1970 have been included with accounts payable in the accompanying balance sheet.

9. CAPITAL STOCK AND ADDITIONAL PAID-IN CAPITAL

In April 1969, the stockholders approved increases in the authorized preferred stock from 150,000 to 300,000 shares and in the authorized common stock from 12,000,000 to 25,000,000 shares.

Details of the Series preferred stock outstanding are as follows:

	Authorized Shares	Issued and outstanding Shares	Amount
6% Cumulative Convertible—			
Series A	2,500	2,300	\$2,300,000
Series B	373	373	373,000
Series C	158	158	158,000
Series D	472	472	472,000
			<u>\$3,303,000</u>

The Series B through D preferred stock was issued in 1969 in connection with acquisitions of businesses (see Note 1). Each of the Series A through D preferred stock has one vote per share and a liquidation preference of \$1,000 per share plus accrued dividends.

The Series A preferred stock is redeemable commencing July 1, 1973 at \$1,000 per share plus accrued dividends. On July 1, 1978, the Company is required to redeem the Series A stock then outstanding at that same price. Series B, C and D preferred stocks are redeemable July 1, 1974 through December 31, 1974 and after June 30, 1975, in each case at \$1,000 per share plus accrued dividends.

From January 1, 1973 through June 30, 1973 for Series A and January 1, 1974 through June 30, 1974 for Series B, C and D, each share of preferred stock is convertible into that number of shares of common stock equal to the quotient derived by dividing \$900 by the greater of \$12.50 or the then current market price (as defined) of the Company's common stock. From July 1, 1973 for Series A and July 1, 1974 for Series B, C and D, the stocks are nonconvertible for a period of six months. Thereafter, each share is convertible into that number of shares of common stock equal to the quotient derived by dividing \$1,150 by the greater of \$5 or the then current market price (as defined) of the Company's common stock.

In connection with a 2 for 1 common stock split (effected in the form of a 100% stock dividend) distributed June 13, 1969, a transfer was made from additional paid-in capital to the common stock account of \$586,971, equivalent to the balance in the common stock account prior to the split. Shares outstanding at December 31, 1968 have been restated to reflect this stock split.

A summary of changes in common stock outstanding and additional paid-in capital during 1969 is as follows:

	Common Stock		Additional paid-in Capital
	Shares	Amount	
Balance at beginning of year:			
As previously reported	5,278,525	\$ 586,971	\$ 9,471,413
Retroactive restatement for 2 for 1 stock split	5,278,525	586,971	(586,971)
Businesses acquired in poolings of interests (Note 1)	197,871	22,005	(900,582)
As restated	10,754,921	1,195,947	7,983,860
Conversion of debentures (Note 6)	1,468	163	46,017
Exercise of stock options (Note 10)	1,770	198	48,407
Balance at end of year	<u>10,758,159</u>	<u>\$1,196,308</u>	<u>\$ 8,078,284</u>

At December 31, 1969, a maximum of 1,697,416 shares of common stock were reserved for (1) conversion of debentures (623,532 shares), (2) conversion of preferred stock (759,690 shares), (3) issuance under the stock option plan (198,180 shares), and (4) contingent issuance of additional shares in connection with acquisitions of businesses referred to in Note 1 (116,014 shares).

10. STOCK OPTIONS

Under a stock option plan adopted in 1968, options to purchase a total of 200,000 shares of the Company's common stock may be granted to certain officers and key employees at prices not less than the fair market value of the stock at dates of grant. The plan terminates on April 30, 1973, but may be sooner terminated by the Board of Directors without affecting options then outstanding. Options become exercisable in five equal annual instalments commencing on the date of grant and expire five years from that date.

At December 31, 1968, options were outstanding on 116,400 shares and 83,550 shares were reserved for future options under the plan. During 1969, options were granted on 46,050 shares, cancelled on 14,140 shares and exercised on 1,770 shares. At December 31, 1969, options were outstanding on 146,540 shares (of which 48,850 were exercisable) at prices ranging from \$26 to \$40 per share, and 51,640 shares were reserved for future grants.

11. EARNINGS PER SHARE

Earnings per share are computed based on average number of common shares outstanding, adjusted to give effect to stock splits and after recognition of annual dividend requirements on the Series preferred stock, as follows:

	1969	1968
Net income	\$12,641,291	9,368,917
Annual dividend requirements on Series preferred stock—\$60 per share	198,180	198,180
Income applicable to common stock	<u>\$12,443,111</u>	<u>9,170,737</u>
Average number of common shares outstanding for the year	<u>10,755,449</u>	<u>10,754,871</u>
Net income per share	<u>\$1.16</u>	<u>\$.85</u>

Assuming conversion of the 4¼% subordinated debentures when issued in 1968, the exercise of stock options at dates issued in 1968 and 1969 and the conversion of the Series preferred stock (based on the market price of the common stock at December 31, 1969) at the beginning of each of the years, no material dilution of reported net income per share would have resulted for 1969 or 1968.

Report of Certified Public Accountants

The Board of Directors
and Stockholders
McDonald's Corporation

We have examined the accompanying consolidated balance sheet of McDonald's Corporation and subsidiaries at December 31, 1969 and the related consolidated statements of income, retained earnings and source and disposition of working capital for the year then ended. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

In our opinion, the statements mentioned above present fairly the consolidated financial position of McDonald's Corporation and subsidiaries at December 31, 1969 and the consolidated results of their operations and the source and disposition of their consolidated working capital for the year then ended, in conformity with generally accepted accounting principles applied on a basis consistent with that of the preceding year.

ARTHUR YOUNG & COMPANY
Chicago, Illinois
February 27, 1970



ALABAMA

ANNSITON Quintard Avenue
 BESSEMER U.S. Highway 11 & 8th Ave.
 BIRMINGHAM 1337 Bessemer Rd.
 BIRMINGHAM 9004 Gadsden Rd.
 BIRMINGHAM 1708 6th Ave., S.
 DECATUR 1208 6th Ave., S.E.
 DOTHAN 3520 Ross Clark Circle
 ENSLEY 3518 Avenue "E"
 FLORENCE 1214 Florence Blvd.
 HOMEWOOD 824 Green Springs Rd.
 HUNTSVILLE 2704 Memorial Pkwy., S.
 HUNTSVILLE 2600 Memorial Pkwy., N.W.
 MOBILE 1902 Fulton Rd.
 MOBILE 600 Wilson Ave.
 MOBILE 2692 Government Blvd.
 MOBILE 3119 Moffat Rd.
 MONTGOMERY 443 W. Fairview Ave.
 MONTGOMERY 2212 Madison Ave.
 MUSCLE SHOALS 1503 Woodward Ave.
 OPELIKA 3800 Pepperrell Pkwy.
 SELMA 211 Highland Ave.
 TUSCALOOSA 715 17th St.

ARIZONA

GLENDAL 4401 West Glendale Ave.
 MESA 1059 W. Main St.
 PHOENIX 4430 E. Thomas Rd.
 PHOENIX 2321 W. Bethany Home Rd.
 PHOENIX 4234 W. Indian School Rd.
 PHOENIX 4050 N. Central Ave.
 PHOENIX 2427 W. Thomas Rd.
 PHOENIX 3323 N. 24th St.
 TEMPRE 1031 East Apache Blvd.
 TUCSON 1711 Speedway Blvd.
 TUCSON 5351 E. Speedway Ave.
 TUCSON 3310 E. 22nd St.

ARKANSAS

FAYETTEVILLE U.S. Highway #71
 FORT SMITH 4800 Towson Ave.
 JONESBORO 2900 Nettleton Ave.
 LITTLE ROCK 3208 S. University Ave.
 LITTLE ROCK 7210 Cantrell Rd.
 LITTLE ROCK 8606-10 Geyers Spring Rd.
 NORTH LITTLE ROCK
 3217 J. F. Kennedy Blvd.
 PINE BLUFF 1300 N. Main St.

CALIFORNIA

ALHAMBRA 1800 W. Valley Blvd.
 ALHAMBRA 909 E. Main St.
 ANAHEIM 2411 W. Ball Rd.
 ANAHEIM 119 W. Ball Rd.
 ANAHEIM 3210 Lincoln Ave.
 ANAHEIM 1100 N. State College Blvd.
 ARCADIA 143 E. Foothill Blvd.
 ARTESIA 17523 Pioneer Blvd.
 AZUSA 563 E. Foothill Blvd.
 AZUSA 843 W. Arrow Hwy.
 BAKERSFIELD 2111 Columbus St.
 BAKERSFIELD 3920 Niles St.
 BAKERSFIELD 250 Oak St.
 BALDWIN PARK 14008 Romona Blvd.
 BELL 4955 E. Florence Ave.
 BELMONT 522 El Camino Real
 BERKELEY 1198 San Pablo Ave.
 BREA 655 S. Brea Blvd.
 BUENA PARK 5900 Beach Blvd.

BURBANK 1127 N. San Fernando Blvd.
 BURBANK 1701 W. Olive Ave.
 CANOGA PARK 20834 Sherman Way
 CANOGA PARK 21200 Roscoe Blvd.
 CARMICHAEL 7329 Fair Oaks Blvd.
 CASTRO VALLEY 1620 Strobbridge Ave.
 CHATSWORTH 20932 Devonshire St.
 CHICO 655 Palmetto Ave.
 CHULA VISTA 619 Broadway
 COMPTON 1117 S. Long Beach Blvd.
 COMPTON 1150 E. Rosecrans Blvd.
 CONCORD 4550 Clayton Road
 COSTA MESA 635 W. 19th St.
 COSTA MESA 3141 Harbor Blvd.
 COVINA 625 S. Barranca
 DOWNEY 12256 Paramount Blvd.
 DUARTE 1122 E. Huntington Dr.
 EL MONTE 11612 E. Valley Blvd.
 ESCONDIDO 1146 Valley Blvd.
 FAIRFIELD 2211 N. Texas St.
 FREMONT 4318 Thornton Ave.
 FREMONT 40708 Grimmer Blvd.
 FRESNO 3115 Blackstone Ave.
 FRESNO 481 E. Shaw Ave.
 FRESNO 4505 E. Kings Canyon Rd.
 FRESNO 4929 North West Ave.
 FULLERTON 1341 S. Brookhurst
 FULLERTON 119 E. Chapman Ave.
 GARDENA 1747 W. El Segundo Blvd.
 GARDENA 1419 W. Redondo Beach Blvd.
 GARDEN GROVE 12542 Harbor Blvd.
 GARDEN GROVE 9852 Westminster Ave.
 GLENDALE 1326 E. Colorado Blvd.
 GLENDALE 3747 Foothill Blvd.
 GLENDALE 1634 Glenoaks Blvd.
 GLENDORA 117 W. Arrow Hwy.
 GOLETA 146 S. Fairview Blvd.
 HAWAIIAN GARDENS 12029 Carson St.
 HAWTHORNE 4160 El Segundo Blvd.
 HAYWARD 26051 Calaroga Ave.
 HAYWARD 18700 Hesperian Blvd.
 HIGHLAND PARK 5725 York Blvd.
 HOLLYWOOD 1133 No. La Brea Avenue
 HUNTINGTON BEACH 16866 Beach Blvd.
 HUNTINGTON BEACH 6561 Edinger Blvd.
 HUNTINGTON BEACH 20362 Beach Blvd.
 HUNTINGTON PARK 2303 Florence Ave.
 INGLEWOOD 4015 W. Century Blvd.
 LA HABRA 801 E. Whittier Blvd.
 LAKEWOOD 4122 Paramount Blvd.
 LAKEWOOD 4848 Woodruff Ave.
 LA MESA 6952 University Ave.
 LA PUENTA 1830 N. Hacienda Blvd.
 LAWDALE 15606 S. Hawthorne Blvd.
 LOMITA 1728 Lomita Blvd.
 LONG BEACH 4315 E. Anaheim St.
 LONG BEACH 3300 E. Artesia Blvd.
 LONG BEACH 1400 Atlantic Ave.
 LONG BEACH 5353 Atlantic Ave.
 LONG BEACH 100 E. Willow St.
 LONG BEACH 6223 E. Spring St.
 LOS ANGELES 6904 La Tijera Blvd.
 LOS ANGELES 5930 W. Pico Blvd.
 LOS ANGELES 1420 Manchester Blvd.
 LOS ANGELES 4835 S. Sepulveda Blvd.
 LOS ANGELES 1007 N. Western Ave.
 LOS ANGELES 2838 Crenshaw Blvd.
 LOS ANGELES 1800 S. Western Ave.
 LOS ANGELES 1071 W. Santa Barbara Ave.

LOS ANGELES 7123 Crenshaw Blvd.
 LOS ANGELES 10623 Venice Blvd.
 LOS ANGELES 1716 Marengo St.
 LOS ANGELES 1231 So. La Brea Ave.
 LOS ANGELES 4348 Sunset Blvd.
 LOS ANGELES 10011 Avalon Blvd.
 LYNWOOD 11833 S. Atlantic Ave.
 MANHATTAN BEACH 1203 Artesia Blvd.
 MERCED 206 Santa Fe Drive
 MISSION HILLS 11015 Sepulveda Blvd.
 MODESTO 2118 McHenry Ave.
 MONTEBELLO 2020 W. Beverly Blvd.
 MONTEREY PARK 950 W. Floral Ave.
 NAPA 3224 Jefferson St.
 NATIONAL CITY 1630 Highland Ave.
 NORTH HIGHLANDS 5707 Watt Ave.
 NORTH HOLLYWOOD 12919 Victory Blvd.
 NORTH HOLLYWOOD 11055 Burbank Blvd.
 NORTH HOLLYWOOD
 8045 Lankershim Blvd.
 NORTHRIDGE 10350 Reseda Blvd.
 NORTHRIDGE 19315 Parthenia
 NORWALK 11053 E. Rosecrans Ave.
 NOVATO 7340 Redwood Hwy.
 OAKLAND 1733 Broadway
 OAKLAND 2901 68th Ave.
 OAKLAND 6623 San Pablo
 OCEANSIDE 137 Canyon Dr.
 ONTARIO 832 N. Mountain Ave.
 ORANGE 606 N. Tustin
 ORANGE 1839 W. Chapman Ave.
 OXNARD 3120 S. Saviers Rd.
 PACIFIC BEACH 1121 Garnett Ave.
 PACOIMA 14024 Osborne St.
 PARAMOUNT 8522 E. Rosecrans
 PASADENA 799 N. Lake Ave.
 PASADENA 2861 Foothill Blvd.
 PICO RIVERA 9309 E. Slauson Ave.
 PICO RIVERA 5641 S. Rosemead Blvd.
 POMONA 2200 N. Garey Ave.
 POMONA 660 Indian Hill Rd.
 RANCHO CORDOVA 10150 Coloma Rd.
 REDLANDS 612 Redlands Blvd.
 REDWOOD CITY 385 Lathrop St.
 RESEDA 18761 Sherman Way
 RIALTO 260 E. Foothill Blvd.
 RIVERSIDE 2242 University Ave.
 RIVERSIDE 5425 Arlington Ave.
 ROSEMEAD 8310 E. Valley Blvd.
 SACRAMENTO 2312 Arden Way
 SACRAMENTO 2985 Freeport Blvd.
 SACRAMENTO 5008 Auburn Blvd.
 SACRAMENTO 4121 Marconi Ave.
 SACRAMENTO 2980 Florin Rd.
 SACRAMENTO 5525 Folsom Blvd.
 SACRAMENTO 6957 Stockton Blvd.
 SALINAS 840 E. Alisal St.
 SAN BERNARDINO 1531 N. "E" St.
 SAN BERNARDINO 1996 Del Rosa Ave.
 SAN BERNARDINO 444 W. Mill St.
 SAN DIEGO 4020 Convoy St.
 SAN DIEGO 3805 Midway Dr.
 SAN DIEGO 3910 University Ave.
 SAN FERNANDO 2001 Glen Oaks Blvd.
 SAN JOSE 2825 Meridian Ave.
 SAN JOSE 90 E. San Carlos
 SAN JOSE 1435 S. Winchester Blvd.
 SAN JOSE 1365 Blossom Hill Rd.
 SAN JOSE 1730 Story Rd.

SAN JOSE 1150 S. Highway No. 9
 SAN JOSE 898 S. Bascom Ave.
 SAN JOSE 1069 Saratoga Ave.
 SAN JOSE 2434 Almaden Rd.
 SAN JOSE 3756 S. Bascom
 SAN JOSE 460 Blossom Hill Road
 SAN LEANDRO 14823 E. 14th St.
 SAN LUIS OBISPO 790 Foothill Blvd.
 SAN MATEO 1420 South El Camino Real
 SAN PABLO 14480 San Pablo Ave.
 SAN PEDRO 303 S. Gaffey St.
 SANTA ANA 3638 W. First St.
 SANTA ANA 1526 W. Edinger St.
 SANTA ANA 1435 N. Bristol Ave.
 SANTA BARBARA 29 North Milpas Street
 SANTA CLARA 1925 El Camino Real
 SANTA CLARA 3509 Homestead Rd.
 SANTA CRUZ 1421 Mission St.
 SANTA FE SPRINGS
 14317 Valley View Ave.
 SANTA MARIA 1710 S. Broadway
 SANTA MONICA 2902 W. Pico Blvd.
 SANTA MONICA 2711 Santa Monica Blvd.
 SEASIDE 1433 Freemont Blvd.
 SEPULVEDA 16908 Parthenia St.
 SHERMAN OAKS 13925 Ventura Blvd.
 SIMI 1495 E. Los Angeles St.
 SOUTHGATE 3309 Tweedy Blvd.
 SOUTH PASADENA 716 Fair Oaks Ave.
 S. SAN FRANCISCO 435 El Camino Real
 STANTON 8461 Katella
 STOCKTON 4515 Pacific Ave.
 STOCKTON 1009 N. Wilson Way
 SUNNYVALE 1169 W. El Camino Real
 TEMPLE CITY 9831 E. Las Tunas Dr.
 THOUSAND OAKS 605 E. Janss Rd.
 TORRANCE 17305 Crenshaw Blvd.
 TORRANCE 1452 W. Carson St.
 TORRANCE 5019 Torrance Blvd.
 TORRANCE 3880 Pacific Coast Hwy.
 TUSTIN 245 East First St.
 UPLAND 100 E. Foothill Blvd.
 VALLEJO 3289 Sonoma Blvd.
 VAN NUYS 7045 Van Nuys Blvd.
 VAN NUYS 6830 Balboa
 VENICE 2457 Lincoln Blvd.
 VENTURA 5980 Telegraph Rd.
 VISALIA 1627 S. Mooney Blvd.
 WESTMINSTER 7112 Westminster Ave.
 WEST SACRAMENTO 1700 W. Capitol
 WHITTIER 15710 Leffingwell Rd.
 WHITTIER 8840 N. Painter Ave.
 WHITTIER 3458 Whittier Blvd.
 WHITTIER 11529 Washington Blvd.
 WILMINGTON 230 E. Pacific Coast Blvd.
 WOODLAND HILLS 19762 Ventura Blvd.
 YUBA CITY 866 Colusa Ave.

COLORADO

ARVADA 9978 Raiston Rd.
 AURORA 11025 E. Colfax Ave.
 BOULDER 1958 28th St.
 BOULDER 2901 Baseline Rd.
 COLORADO SPRINGS 1703 S. 8th St.
 COLORADO SPRINGS 207 N. Wahsatch
 COLORADO SPRINGS 1244 Academy Blvd.
 DENVER 1110 S. Colorado Blvd.
 DENVER 3050 W. Jewell Ave.
 DENVER 2120 W. Alameda

Directory of restaurant locations



DENVER 505 E. Colfax
 DENVER 10925 Colfax, W.
 DENVER 599 W. 104th Ave.
 DENVER 2655 California
 DENVER 4215 W. Colfax
 DENVER 4900 E. 35th St.
 DENVER 5304 E. Colfax Ave.
 DENVER 7070 E. Hampden St.
 ENGLEWOOD 540 W. Hampden
 FT. COLLINS 2501 S. College Ave.
 GRAND JUNCTION 2555 North Ave.
 GREELEY 2440 8th Ave.
 LAKEWOOD 825 Wadsworth
 LITTLETON 5990 S. Broadway
 PUEBLO 3416 W. North St.
 PUEBLO 800 W. 6th St.
 WESTMINSTER 7300 Federal St.
 WHEAT RIDGE 3890 Wadsworth Blvd.
 WIDEFIELD 15 Widefield Blvd.

CONNECTICUT

BRANFORD 424 W. Main St.
 BRIDGEPORT 4219 Main St.
 BRISTOL 646 Farmington Ave.
 DANBURY Rte. #6, E. Newton Rd.
 (Berkshire Shopping Center)
 ENFIELD Enfield St.—Rte. 5
 FAIRFIELD Fairfield Circle St.
 GLASTONBURY 2915 Main St.
 GREENWICH 208 W. Putnam Ave.
 GROTON Long Hill Rd.—Rte. #1
 HAMDEN 2390 Dixwell
 MANCHESTER 46 W. Center St.
 MERIDEN 783 E. Main St.
 MERIDEN 410-415 East Main St.
 MIDDLETOWN 914 Washington St.
 MIDDLETOWN 611 S. Main St.
 MILFORD 439 Bridgeport Ave.
 NEW BRITAIN 963 W. Main St.
 NEW LONDON 404 Coleman St.
 NEWINGTON 2375 Berlin Turnpike
 NORTH HAVEN 129 Washington Ave.
 NORWALK 340 Main St.
 NORWICH 78 Towne St.
 OLD SAYBROOK
 Ingham Rd. & Boston Post Rd.
 ORANGE 57 Boston Post Rd.
 SIMSBURY 22 Albany Tpk., Rte. #44, W.
 SOUTHTON 675 Queen St.
 STRATFORD Barnum & West Avenue
 TORRINGTON 1347 E. Main St.
 VERNON Rte. #83—Vernon Circle
 WATERBURY
 Thomaston Ave. & Colonial Plaza
 WATERBURY
 Lakewood Rd. & Industry Lane
 WILLIMANTIC 1464 W. Main St.
 WINDSOR 330 Windsor Ave.

DELAWARE

DOVER 915 South DuPont Highway
 NEWARK 374 E. Main St.
 WILMINGTON 3924 Kirkwood Hwy.
 WILMINGTON 101 New Rd.
 WILMINGTON 2507 Concord Pike

DISTRICT OF COLUMBIA

WASHINGTON 4950 S. Dakota Ave., N.E.
 WASHINGTON 1164 Bladensburg Rd., N.E.

WASHINGTON 75 New York Ave., N.E.
 WASHINGTON 1229 New York Ave., N.W.
 WASHINGTON 5948 Georgia Ave., N.W.
 WASHINGTON
 1603 Good Hope Road., S.E.
 WASHINGTON 4301 Deane Ave., N.E.
 WASHINGTON 2705 Nichols Ave., S.E.
 WASHINGTON 1619 17th St., N.W.

FLORIDA

BRADENTON 4711 14th St., W.
 BRADENTON 3806 Manatee Ave., W.
 BRANDON 502 W. Brandon Blvd.
 CLEARWATER 1860 Gulf-to-Bay Blvd.
 CLEARWATER 536 Missouri Ave.
 COCOA 938 Dixon Blvd.
 DAYTONA BEACH 2777 N. Atlantic Ave.
 DAYTONA BEACH 9 N. Ocean Blvd.
 FERN PARK 450 So. Hwy. #17 & #92
 FT. LAUDERDALE 3120 W. Broward Blvd.
 FT. LAUDERDALE 505 E. Sunrise Blvd.
 FT. LAUDERDALE U.S. Highway #1
 FT. MYERS 3645 Cleveland Ave.
 FORT PIERCE 1612 Delaware Ave.
 FORT WALTON BEACH
 Elgin Pkwy. & Washington Ave.

GAINESVILLE 201 N. W. 13th St.
 HIALEAH 1101 W. 49th St.
 HIALEAH 460 Hialeah Dr.
 HOLLY HILL 151 Ridgewood Ave.
 HOLLYWOOD 5835 Hollywood Blvd.
 HOMESTEAD 30335 S. Federal Hwy.
 JACKSONVILLE 6552 Beach Blvd.
 JACKSONVILLE 6610 N. Main St.
 JACKSONVILLE 6546 Normandy Blvd.
 JACKSONVILLE 1825 N. University Blvd.
 JACKSONVILLE 4227 Blanding Blvd.
 KENDALL 12647 S. Dixie Hwy.
 KEY WEST 3704 N. Roosevelt Blvd.
 LAKE LAND 715 E. Memorial Blvd.
 LAKE LAND 2735 S. Florida Ave.
 LAKE WORTH 2315 N. Dixie Hwy.
 LARGO 219 N. Missouri Ave.
 MELBOURNE 1521 Hibiscus Blvd.
 MERRITT ISLAND 410 N. Courtney Pike
 MIAMI 3145 N.W. 7th St.
 MIAMI 8349 Bird Rd.
 MIAMI 200 N.E. 167th St.
 MIAMI 6150 S. Dixie Hwy.
 MIAMI 7281 S.W. 8th St.
 MIAMI 10775 N.W. 27th Ave.
 MIAMI 3325 N.W. 79th St.
 MIAMI 55 N.W. 119th St.
 NEW PORT RICHEY U.S. Hwy. #19
 NORTH MIAMI BEACH
 13750 Biscayne Blvd.
 OAKLAND PARK 1352 Commercial Blvd.
 OAKLAND PARK
 265 W. Oakland Park Blvd.
 OCALA 2015 S. Pine St.
 ORLANDO 4801 E. Colonial Dr.
 ORLANDO 2501 W. Colonial Dr.
 ORLANDO 5890 S. Orange Blossom Trail
 PANAMA CITY 717 Harrison Ave.
 PENSACOLA 3107 N. Pace Blvd.
 PENSACOLA 1107 Navy Blvd.
 PENSACOLA 407 Brent Lane
 PINELLAS PARK 5170 Park Blvd.
 POMPANO BEACH 3091 N. Federal Hwy.

RIVIERA BEACH 3551 N. Broadway
 ST. PETERSBURG 260 34th St., N.
 ST. PETERSBURG 1018 62nd Ave., N.
 ST. PETERSBURG 2315 Tyrone Blvd.
 ST. PETERSBURG 300 38th Ave., N.
 SARASOTA 1707 S. Tamiami Trail
 SARASOTA 6349 S. Tamiami Trail
 SOUTH PASADENA 1200 S. Pasadena Ave.
 TALLAHASSEE 1701 W. Tennessee St.
 TALLAHASSEE 2022 N. Monroe
 TAMPA 3515 S. Dale Mabry
 TAMPA 8214 Florida Ave.
 TAMPA 3411 Temple Terrace Hwy.
 TAMPA 4009 N. Armenia
 TAMPA 4333 W. Hillsborough
 TAMPA 4443 John F. Kennedy Blvd.
 TAMPA 1900 E. Hillsborough
 TITUSVILLE 3125 S. Washington Ave.
 VERO BEACH U.S. 1 at 19th Place
 WEST PALM BEACH 2421 Okeechobee Rd.
 WINTER HAVEN 6th St. & Ave. "D", N.W.
 WINTER PARK 1020 Orlando Blvd.

GEORGIA

ALBANY Flapney Drive
 ATHENS 1124 Prince Ave.
 ATLANTA 1826 Stewart Ave., S.W.
 ATLANTA 1411 Venetian Dr., S.W.
 ATLANTA 4362 Roswell Rd., N.E.
 ATLANTA 550 McDonough Blvd.
 ATLANTA 2953 Peachtree Rd., N.E.
 ATLANTA 2805 Campbellton Rd., S.W.
 ATLANTA 2588 Gresham Rd.
 ATLANTA 1824 Cheshire Bridge Rd.
 AUGUSTA 1464 Walton Way
 AUGUSTA 2510 Peach Orchard Rd.
 BRUNSWICK 1803 Glynn Ave.
 CHAMBLEE 5493 Peachtree Industrial Blvd.
 COLUMBUS 3315 Macon Rd.
 COLUMBUS 3613 Victory Dr.
 DECATUR 1917 Candler Rd.
 DECATUR 2181 N. Decatur Rd.
 DECATUR 4034 Glenwood Rd.
 DORAVILLE 5220 Buford Hwy.
 EAST POINT 3183 Main St.
 FOREST PARK 4496 Jonesboro Rd.
 HAPEVILLE 557 Central Ave.
 MABLETON Bankhead Hwy.
 MACON 1450 Rocky Creek Rd.
 MARIETTA 479 S. Four Lane Hwy.
 ROME 1504 Turner McCall Blvd.
 SANDY SPRINGS 6049 Roswell Rd.
 SAVANNAH Skidaway Road
 SMYRNA 925 Cherokee Rd.
 STONE MOUNTAIN 5019 Memorial Dr.
 TUCKER 4021 Lawrenceville Hwy.
 TUCKER 3898 Lavista Rd.
 VALDOSTA 2102 N. Ashley

HAWAII

HONOLULU Aina Hiana Shopping Center
 HONOLULU Palolo & Wai'alai Ave.
 HONOLULU 2276 Kalaikau Ave.
 HONOLULU 1414 Dillingham St.
 HONOLULU Ala Moana Shopping Center
 KAILUA 406 Kuulei
 KONA Kuakini Hwy.
 PEARL CITY, OAHU Kamehameha Hwy.
 WAI'PAHU, OAHU Farrington Hwy.

IDAHO
 BOISE 510 N. Orchard

ILLINOIS

ADDISON 501 West Lake
 ALTON 3001 Humbert
 AURORA 1023 N. Lake St.
 BARRINGTON 227 W. Northwest Hwy.
 BELLEVILLE 4422 W. Main St.
 BERWYN 6900 Ogden Ave.
 BERWYN 7135 W. Roosevelt Rd.
 BLUE ISLAND 11920 S. Western Ave.
 BRADLEY 327 S. Kinsie Ave., RR. #54
 BRIDGEVIEW 7170 W. 87th St.
 CAHOKIA 1110 Camp Jackson Rd.
 CALUMET CITY 656 Schrum Rd.
 CARBONDALE Murdale Shopping Center
 CARBONDALE 819 South Illinois
 CARPENTERSVILLE Rt. 25 & Ravine Rd.
 CHAMPAIGN 101 W. Kirby
 CHAMPAIGN 624 East Green
 CHICAGO 4320 N. Cicero Ave.
 CHICAGO 6560 S. Stony Island Ave.
 CHICAGO 2048 W. 79th St.
 CHICAGO 3241 W. Peterson Ave.
 CHICAGO 4830 S. Cicero Ave.
 CHICAGO 11667 S. Halsted St.
 CHICAGO 2425 E. 79th St.
 CHICAGO 25 E. 35th St.
 CHICAGO 635 E. Pershing Rd.
 CHICAGO 5733 S. Kedzie Ave.
 CHICAGO 550 E. 103rd St.
 CHICAGO 10320 S. Kedzie Ave.
 CHICAGO 3855 W. Lawrence
 CHICAGO 6720 W. Archer Ave.
 CHICAGO 7601 S. Vincennes Ave.
 CHICAGO 5220 W. Madison St.
 CHICAGO 2609 S. Kedzie Ave.
 CHICAGO 6125 N. Milwaukee
 CHICAGO 6335 S. Martin Luther King Dr.
 CHICAGO 3039 N. Central
 CHICAGO 6829 N. Clark St.
 CHICAGO 1443 E. 87th St.
 CHICAGO 1933 N. Harlem Ave.
 CHICAGO 2635 N. Clark St.
 CHICAGO 7800 S. Cottage Grove
 CHICAGO 2250 W. 95th St.
 CHICAGO HEIGHTS 1505 Western Ave.
 CHICAGO HEIGHTS 197 Halsted
 CRYSTAL LAKE 130 S. Virginia St.
 DANVILLE 109 S. Gilbert St.
 DECATUR 2735 N. Oakland Ave.
 DECATUR 1835 Eldorado
 DEERFIELD 40 S. Waukegan Rd.
 DE KALB 805 W. Lincoln Hwy.
 DES PLAINES 400 N. Lee St.
 DES PLAINES 1101 Oakton St.
 DOLTON 226 W. Sibley Blvd.
 DOWNERS GROVE 225 Ogden Ave.
 DOWNERS GROVE 1620 Ogden
 EAST PEORIA 406 Junction Ave.
 EAST ST. LOUIS 809 St. Louis Ave.
 ELGIN 481 Gifford
 ELGIN 1480 Larkin St.
 ELMHURST 922 N. York
 EVANSTON 1117 Howard St.
 FOREST PARK 420 Des Plaines Ave.
 FREEPORT 1300 W. Galena



GALESBURG 1072 N. Henderson St.
 GLEN ELLYN 445 W. Roosevelt Rd.
 GLENVIEW 530 Waukegan Rd.
 GRANITE CITY 1515 Johnson Rd.
 HARWOOD HEIGHTS 5022 N. Harlem
 HIGHLAND PARK Route 22 & 41
 HIGHLAND PARK 1988 First Avenue
 JOLIET 1515 W. Jefferson
 LA GRANGE 9941 W. 55th St.
 LIBERTYVILLE 1330 N. Milwaukee Ave.
 MARKHAM 3010 W. 159th St.
 MATTESON 4010 W. 211th St.
 MAYWOOD 11 N. First St.
 MIDLOTHIAN 14601 S. Crawford
 MOLINE 3433 23rd Ave.
 MT. PROSPECT 100 W. Rand Rd.
 NILES 7937 N. Milwaukee Ave.
 NORMAL 804 S. Main St.
 NORTH CHICAGO 2211 Dugdale Rd.
 NORTHLAKE One E. North Ave.
 OAK LAWN 9128 S. Cicero Ave.
 OAK PARK 111 W. Madison St.
 PALATINE 1592 E. Northwest Hwy.
 PEKIN 1013 Court St.
 PEORIA 3600 N. University
 QUINCY 3201 E. Broadway
 ROCKFORD 3137 N. Main St.
 ROCKFORD 2715 Charles St.
 ROCK ISLAND 2409 11th St.
 ST. CHARLES 1915 W. Main St.
 SKOKIE 4830 W. Dempster
 SPRINGFIELD 2849 S. 6th St.
 SPRINGFIELD 1825 S. MacArthur Blvd.
 URBANA 304 E. University Ave.
 VILLA PARK 350 E. St. Charles Rd.
 WAUKEGAN 1310 N. Lewis Ave.
 WEST PEORIA 627 N. Western Ave.
 WHEELING 188 E. Dundee Rd.
 WOOD RIVER
 57 Edwardsville Rd.-E. Alton

INDIANA

ANDERSON 1324 Jackson
 BLOOMINGTON 2300 N. Walnut
 CLARKSVILLE 1420 Eastern Blvd.
 ELKHART 130 N. Main St.
 ELKHART 1430 S. Nappanee St.
 EVANSVILLE 2500 S. Kentucky
 EVANSVILLE 2010 Highway 41, N.
 EVANSVILLE 4701 Lincoln Ave.
 FORT WAYNE U.S. 30, E.
 FORT WAYNE 335 E. California Rd.
 FORT WAYNE 206 W. Jefferson
 FORT WAYNE 4850 S. Calhoun
 GARY 5377 Broadway
 GARY 720 W. Fifth Ave.
 GARY 6021 Melton Rd.
 HAMMOND 7443 Indianapolis Blvd.
 HAMMOND 6437 Columbia
 HIGHLAND 3927 Ridge Road
 INDIANAPOLIS 5265 E. 38th St.
 INDIANAPOLIS 3920 Shelby St.
 INDIANAPOLIS 3745 N. Post Rd.
 INDIANAPOLIS 2524 S. Countyline Rd.
 INDIANAPOLIS 4645 W. 38th St.
 INDIANAPOLIS 7520 E. Washington St.
 INDIANAPOLIS 3435 W. 16th St.
 INDIANAPOLIS 5140 W. Washington St.
 INDIANAPOLIS 1610 E. Washington St.

JEFFERSONVILLE 1522 E. 10th St.
 KOKOMO 3035 S. LaFountaine
 KOKOMO 300 E. Sycamore
 LOGANSPOUT 3201 E. Market
 MARION 1225 N. Baldwin
 MICHIGAN CITY 3507 S. Franklin St.
 MISHAWAKA 2620 Lincolnway, W.
 MUNCIE 500 E. Charles St.
 MUNCIE 223 S. Tillotson Ave.
 RICHMOND 1725 E. Main St.
 SOUTH BEND 402 N. Michigan St.
 SOUTH BEND 2001 S. Michigan St.
 TERRE HAUTE 248 S. 7th St.
 VALPARAISO 2002 Calumet
 WEST LAFAYETTE 212 Brown St. Levee

IOWA

BURLINGTON 1725 Roosevelt Rd.
 CEDAR FALLS 2510 Ashland
 CEDAR RAPIDS 3916 First Ave., N.E.
 CEDAR RAPIDS 2615 Williams
 COUNCIL BLUFFS 2629 W. Broadway
 DAVENPORT 3303 Brady St.
 DAVENPORT 2378 W. Rockingham Rd.
 DES MOINES 4814 S. W. 9th St.
 DES MOINES 2540 Hubbell Blvd.
 DES MOINES 6125 Grand Ave.
 DES MOINES 3817 E. 14th St.
 DES MOINES 3610 Merle Hay Rd.
 DES MOINES 3116 Forest Ave.
 IOWA CITY 817 S. Riverside Dr., Hwy. 218
 MASON CITY 1809 S. Federal Ave.
 OTTUMWA 820 W. 2nd St.
 SIOUX CITY 3093 Hamilton Blvd.
 SIOUX CITY 4105 Morningside Ave.
 WATERLOO 1404 Headford Ave.

KANSAS

HUTCHINSON 20 E. 4th Ave.
 KANSAS CITY 901 Minnesota Ave.
 KANSAS CITY 75th & State Sts.
 MISSION 6767 Johnson Drive
 OLATHE Santa Fe & Keeler Aves.
 OVERLAND PARK 7716 Metcalf Ave.
 TOPEKA 3117 Topeka Blvd.
 TOPEKA 1100 Kansas Ave.
 WICHITA 1630 S. Hillside
 WICHITA 2615 W. 13th St.

WICHITA 2418 S. Seneca Ave.
 WICHITA 1050 N. Broadway
 WICHITA 1811 N. Hillside

KENTUCKY

ASHLAND 2550 Winchester Ave.
 BOWLING GREEN 1423 Laurel St.
 ERLANGER 3050 Dixie Hwy.
 HOPKINSVILLE 2604 Ft. Campbell Blvd.
 JEFFERSON COUNTY
 4159 Bardstown Road
 LEXINGTON 771 New Circle Rd., N.E.
 LEXINGTON 2321 Versailles Rd.
 LEXINGTON 2483 Nicholasville Rd.
 LOUISVILLE 3014 Hunsinger Lane
 LOUISVILLE 5600 Preston Hwy.
 LOUISVILLE 3340 Taylor Blvd.
 LOUISVILLE 1245 Bardstown Rd.
 LOUISVILLE 1212 W. Broadway
 LOUISVILLE 9314 Westport Rd.
 LOUISVILLE 8220 Preston Hwy.
 NEWPORT 1930 Alexandria Pike
 OKOLONA 8220 Preston Road
 PLEASURE RIDGE PARK 8600 Dixie Hwy.
 SHIVELY 4622 Dixie Hwy.

LOUISIANA

ALEXANDRIA 1030 MacArthur Dr.
 BATON ROUGE 6006 Plank Rd.
 BATON ROUGE 265 W. State St.
 BATON ROUGE 5224 Florida Blvd.
 BATON ROUGE 9980 Florida Blvd., E.
 BATON ROUGE 4615 Perkins Rd.
 GRENA 299 W. Bank Expwy.
 KENNER 2145 Veterans Hwy.
 LAFAYETTE 1809 Johnston St.
 METAIRIE 5101 Airline Hwy.
 MONROE 1406 N. 18th St.
 NEW ORLEANS 4589 General Meyer Ave.
 NEW ORLEANS 10240 Chef Menteur Hwy.
 SHREVEPORT
 1302 Shreveport-Barksdale Hwy.
 SHREVEPORT 3000 W. 70th St.

MAINE

AUGUSTA Rt. 201 & Western Avenue
 BANGOR 632 Broadway
 BRUNSWICK Gurnet Rd.

LEWISTON 1240 Lisbon St.
 PORTLAND 332 St. John St.
 SOUTH PORTLAND Gorham Rd.
 WATERVILLE 336 Main St.

MARYLAND

ABERDEEN 330 Pulaski Hwy.
 ANNAPOLIS 1941 West St.
 ANNAPOLIS
 St. Margaret's Rd. & Revelle Hwy.
 BALTIMORE 7734 Wise Ave.
 BALTIMORE 502 Reistertown Rd.
 BALTIMORE 8227 Liberty Rd.
 BALTIMORE 7536 Belair Rd.
 BALTIMORE Moravia Rd. & Bowleys Lane
 BALTIMORE
 Reistertown Rd. & Cold Springs Lane
 BALTIMORE Eastern Blvd. & Simmons
 BELTSVILLE 10531 Baltimore Ave.
 BETHESDA 4500 E. W. Hwy.
 COLLEGE PARK 8204 Baltimore Ave.
 CORAL HILLS 4857 Marlboro Rd.
 FOREST HEIGHTS
 5501 Livingston Rd., S.E.
 FORESTVILLE 6704 Chavez Lane
 GLEN BURNIE 7010 Ritchie Hwy.
 GLEN BURNIE 7960 Old Annapolis Rd.
 GREENBELT 6219 Greenbelt Rd.
 HAGERSTOWN 520 Northern Ave.
 HYATTSVILLE 2306 University Blvd.
 HYATTSVILLE 6301 New Hampshire Ave.
 KENSINGTON 2739 University Blvd., W.
 LANHAM 6801 Annapolis Rd.
 LANHAM 9007 Annapolis Rd.
 LAUREL 833 Washington Blvd.
 LAUREL 1111-1125 Washington Blvd.
 ODENTON 1502 Annapolis Rd.
 RIVERDALE 6100 Baltimore Ave.
 RIVERDALE 5600 Riverdale Rd.
 ROCKVILLE 1390 Rockville Pike
 SALISBURY Route #50 & Cypress Street
 SEAT PLEASANT
 7131 George Palmer Hwy.
 SEVERNA PARK
 2 Baltimore-Annapolis Rd.
 SILVER SPRING 12313 Georgia Ave.
 SILVER SPRING 504 E. Randolph Rd.
 SILVER SPRING 2207 Bel Pre Rd.
 SUILAND 4777 Allentown Rd., S.E.
 SUILAND 4835 Silver Hill Rd., S.E.
 TOWSON 1619 E. Joppa Rd.

MASSACHUSETTS

ANDOVER 195 No. Main St.
 BEVERLY 19 Cabot St.
 BOSTON 289 Huntington Ave.
 BROCKTON 908 N. Montebello St.
 BROOKLINE 289 Harvard St. & Green St.
 BURLINGTON Rte. #3A and 62
 CHICOPEE 1460 Memorial Dr.
 DANVERS 135 Andover St.
 DORCHESTER 515 Gallivan Blvd.
 FALL RIVER 44 Wm. S. Canning Blvd.
 FALMOUTH 263 E. Main St.
 FITCHBURG 334 John Fitch Hwy.
 GREENFIELD 285 Federal Street
 HOLYOKE 2194 Northampton St.
 HYANNIS Rte. 132



Hamburger University trains McDonald's owners and operators in all phases of restaurant management.

LEOMINSTER 302 N. Main St.
 LOWELL 797 Rogers St.
 LYNN 649 Lynnway
 NATICK 290 Worcester Rd.
 NEEDHAM 332 Chestnut St.
 NORTH ADAMS Union & Eagle Sts.
 NORTHAMPTON 221 King St.
 NORTH DARTMOUTH U.S. Hwy. Rt. #6
 NORTH WEYMOUTH 191 Bridge St.
 NORWOOD 32 Broadway
 PITTSFIELD 6 Cheshire Rd.
 READING 413 Main St.
 REVERE 126 Squire Rd.
 SPRINGFIELD 809 Boston Post Rd.
 STOUGHTON 418 N. Washington St.
 WALPOLE 595 Main St.
 WEST ROXBURY
 718-28 American Legion Hwy.
 WEST ROXBURY 1650 VFW Pkwy.
 WEST SPRINGFIELD 352 Riverdale Rd.
 WORCESTER 995 Main St.

MICHIGAN

ANN ARBOR 2000 W. Stadium Blvd.
 BATTLE CREEK 812 W. Columbia
 BAY CITY 918 N. Euclid Ave.
 BAY CITY 2990 Center Avenue Rd.
 BENTON HARBOR 1681 Highway M-139
 CLINTON TOWNSHIP 19223 15-Mile Rd.
 DEARBORN 13300 Ford Rd.
 DEARBORN 7300 Wyoming Rd.
 DEARBORN HEIGHTS
 25660 Michigan Ave.
 DEARBORN HEIGHTS
 4145 S. Telegraph Rd.
 DEARBORN HEIGHTS
 6412 N. Telegraph Rd.
 DETROIT 26930 Plymouth Rd.
 DETROIT 18403 Grand River Rd.
 DETROIT 8005 W. 8-Mile Rd.
 DETROIT 14620 Plymouth Rd.
 DETROIT 6000 E. McNichols
 DETROIT 4200 Conner Ave.
 EAST LANSING 1024 E. Grand River Blvd.
 EAST LANSING 234 W. Grand River Blvd.
 ECORSE 3928 W. Jefferson Ave.
 FLINT G-3391 S. Saginaw St.
 FLINT 3212 Clio Rd.
 FLINT 3719 Davison Rd., E.
 GARDEN CITY 2205 Middle Belt Rd.
 GRAND RAPIDS 1221 28th St., S.W.
 GRAND RAPIDS 3814 Plainfield Ave., N.E.
 GRAND RAPIDS 3873 S. Division St.
 GRAND RAPIDS 2824 E. 28th St., S.E.
 JACKSON 407 W. Prospect
 JACKSON 910 N. West Ave.
 JACKSON 2900 E. Michigan Ave.
 KALAMAZOO 5112 S. Westnedge Ave.
 KALAMAZOO 2026 W. Main St.
 KALAMAZOO 908 Riverview Dr.
 KENTWOOD 2794 E. 28th St.
 LANSING 4700 S. Cedar St.
 LANSING 4015 W. Saginaw St.
 LANSING 2120 N. Larch St.
 LINCOLN PARK 2106 Dix Hwy.
 MADISON HEIGHTS 28220 John R.
 MIDLAND 1711 S. Saginaw St.
 MONROE 1001 S. Monroe St.
 MT. CLEMENS 37701 Gratiot Ave.

MUSKEGON 1831 Sherman Blvd., W.
 MUSKEGON 1491 Apple Ave.
 PONTIAC 810 N. Perry St.
 PORT HURON 1125 24th St.
 PORT HURON 2509 Pine Grove Avenue
 REDFORD TOWNSHIP
 26990 Grand River Rd.
 RIVERVIEW 18600 Fort St.
 ROSEVILLE 27901 Gratiot Ave.
 SAGINAW 5008 State St.
 SAGINAW 3700 E. Genesee Ave.
 SAGINAW 2745 Bay Rd.
 ST. CLAIR SHORES 31255 Harper Ave.
 SOUTHFIELD 24480 Telegraph Rd.
 SOUTHGATE 14845 Eureka Rd.
 TAYLOR 21037 Ecourse Rd.
 TAYLOR 10236 Telegraph Rd.
 WARREN 27480 Van Dyke Ave.
 WARREN 5580 Twelve Mile Rd.
 WESTLAND 33921 Ford Rd.
 WESTLAND 1645 S. Wayne Rd.

MINNESOTA

AUSTIN 1009 W. Oakland Ave., W.
 CRYSTAL 5400 W. Broadway
 COON RAPIDS 11364 Foley Blvd., N.W.
 FRIDLEY 5831 University Ave.
 GOLDEN VALLEY 720 Winnetka Ave., N.
 MANKATO 701 Rhine St.
 MINNEAPOLIS 6320 W. Lake St.
 MINNEAPOLIS 4605 Central Ave., N.E.
 MINNEAPOLIS 8040 Nicollet Ave.
 MINNEAPOLIS 407 15th Ave., S.E.
 MINNEAPOLIS 4121 Hiawatha Ave.
 ROCHESTER 1116 Broadway, N.W.
 ST. CLOUD 2120 Division
 ST. PAUL 2075 Snelling Ave., N.
 ST. PAUL 1165 Prosperity
 ST. PAUL 551 Jefferson St.
 WEST ST. PAUL 1273 S. Roberts Rd.
 WHITE BEAR LAKE
 2070 E. Country Rd., E.
 WINONA 1620 Service Dr.

MISSISSIPPI

BILOXI 2806 Pass Christian Rd.
 GULFPORT 2014 25th St.
 HATTIESBURG 3111 Hardy Street
 JACKSON 1805 Highway 80, W.
 JACKSON 2435 Livingston Rd.

MISSOURI

BEL-RIDGE 8624 Natural Bridge Rd.
 BERKELEY 8320 Airport Rd.
 BRECKENRIDGE HILLS
 9783 A St. Charles Rock Rd.
 BRENTWOOD 8100 Manchester Rd.
 CAPE GIRARDEAU 1925 Broadway
 CLAYCOMO 69th & Bryant
 COLUMBIA 205 Highway 70
 CRESTWOOD 9915 Highway 66
 DES PERES 12120 Manchester
 FERGUSON 9131 W. Florissant Ave.
 FLORISSANT 195 Cross Keys Dr.
 GLADSTONE 74th Terr. & Oak Traffic Way
 GRANDVIEW 12407 Blue Ridge Ext.
 HAZELWOOD 7224 N. Lindbergh Blvd.
 INDEPENDENCE 10302 E. 40 Hwy.

INDEPENDENCE 1401 S. Noland Rd.
 JEFFERSON CITY 1407 W. Dunklin
 JENNINGS 9416 Lewis & Clark Blvd.
 JOPLIN 2701 S. Main St.
 KANSAS CITY 3115 Raytown Rd.
 KANSAS CITY 8020 S. Hwy. 71
 KANSAS CITY 4900 Swope Pkwy.
 KANSAS CITY 4002 N. Oak St.
 KANSAS CITY 2804 Prospect Ave.
 MEHLVILLE 4015 LeMay Ferry Rd.
 PAGEDALE 7227 Page Ave.
 RAYTOWN 9064 Highway 50
 ST. ANN 3594 N. Lindbergh Blvd.
 ST. CHARLES 1160 S. Fifth St.
 ST. JOSEPH 601 N. Belt Hwy. 71
 ST. LOUIS 10910 New Halls Ferry Rd.
 ST. LOUIS 7241 Gravois Ave.
 ST. LOUIS 5734 Delmar Ave.
 ST. LOUIS 4979 Natural Bridge Rd.
 SPRINGFIELD 501 W. Sunshine
 SPRINGFIELD 1122 W. Kearney
 SPRINGFIELD 2512 E. Sunshine
 SUGAR CREEK 11700 E. Hwy. 24
 UNIVERSITY CITY 8127 Olive St. Rd.

MONTANA

BILLINGS 1046 Grand Ave.
 GREAT FALLS 1721 10th Ave., S.

NEBRASKA

LINCOLN 5305 E. "O" St.
 LINCOLN 865 N. 27th St.
 OMAHA 8022 W. Dodge Hwy.
 OMAHA 4802 Ames St.
 OMAHA 2408 Cuming St.
 OMAHA 4420 S. 24th St.
 OMAHA 4005 S. 42nd St.

NEVADA

LAS VEGAS 2830 E. Charleston Blvd.
 LAS VEGAS 4840 W. Charleston Blvd.
 LAS VEGAS 3901 S. Maryland Pkwy.
 LAS VEGAS 2230 W. Bonanza Rd.
 NORTH LAS VEGAS
 1000 E. Lake Mead Blvd.
 RENO 440 Keystone Ave.
 RENO 2510 Oddie Blvd.

NEW HAMPSHIRE

MANCHESTER 196 S. Willow St.
 NEWINGTON
 N. Gosling Rd. at Intersection of
 Rte. 4 and Rte. 16
 SALEM 225 S. Broadway

NEW JERSEY

AVENEL 1256 St. George Ave.
 BELLEVILLE 663 Washington Ave.
 BORDENTOWN Farnsworth Ave.
 CAMDEN 2720 Mt. Ephriam Ave.
 CHERRY HILL 801 Rte. 38
 CHERRY HILL Ellisburg Circle
 EAST BRUNSWICK 730 Rte. 18
 EDGEWATER PARK
 Rural Delivery, Beverly, N.J.
 EDISON 1966 Rte. 27
 ELIZABETH 916-926 Newark Ave.
 FAIR LAWN 37-01 Broadway

FREEHOLD Rte. #9
 LAKEWOOD State Hwy., Rte. #9
 LINDENWOLD 517 Whitehorse Pike
 LITTLE FERRY Hudson Street
 MAGNOLIA 402 S. White Horse Pike
 MIDDLESEX 716 Bound Brook Rd.
 MIDDLETOWN 925 Highway 35
 MOORESTOWN 1 W. Camden Ave.
 MOUNT EPHRIAM
 259 S. Black Horse Pike
 MT. HOLLY
 Rte. 541-Burlington & Mt. Holly Rd.
 NEPTUNE Rt. 35 & Milton Ave.
 NORTHFIELD 1201 Tilton Ave.
 PERTH AMBOY 633 New Brunswick Ave.
 PLEASANTVILLE 750 Black Horse Pike
 RAHWAY Rte. 1 & Lawrence St.
 RIVER EDGE Main & Elizabeth Sts.
 SAYREVILLE Rte. 9 and Ernsont Rd.
 TOMS RIVER
 U.S. Rte. #37 & E. Thomas St.
 TRENTON 1885 N. Olden Ave.
 TRENTON 2603 S. Broad St.
 TRENTON 410 State Hwy. 33
 UNION Rt. 22 and N. Michigan Ave.
 VINELAND 58 N. Delsea Dr.
 WEST ORANGE 405 Northfield Avenue
 WOODBURY HEIGHTS
 201 S. Evergreen Ave.

NEW MEXICO

ALBUQUERQUE 5900 Menaul Blvd., N.E.
 ALBUQUERQUE 925 San Pedro Blvd., N.E.
 ALBUQUERQUE 5324 4th St., N.W.
 ALBUQUERQUE 9511 Candelaria Road

NEW YORK

ALBANY 60 N. Broadway
 ALBANY 1006 W. Central Ave.
 AMHERST 3424 Sheridan Dr.
 AUBURN 296-304 Grant Ave.
 BEDFORD HILLS 605 Bedford Road
 BINGHAMTON
 W. State St. at N. Way St.
 BRONX Gun Hill Rd. & Tenbroeck Ave.
 BROOKLYN 35-40 Nostrand Ave.
 BUFFALO 1385 Niagara Falls Blvd.
 BUFFALO 666 Fillmore Ave.
 BUFFALO 1338 Main St.
 BUFFALO 860 Hertel Ave.
 CENTEREACH, L.I.
 1665 Middle Country Rd.
 CHEEKTOWAGA 3815 Union Rd.
 CHEEKTOWAGA 2256 Clinton St.
 DELMAR Delaware & Mason Ave.
 DEPEW 5202 Transit Rd.
 EAST GREENBUSH
 Rte. #20—Columbia Rd.
 EAST HENRIETTA 221 East Henrietta Rd.
 EAST NORTHPORT 1999 Jericho Turnpike
 EAST PATCHOQUE, L.I.
 Montauk Hwy. and Hewlett Ave.
 ENDICOTT 231 Vestal Ave.
 GATES 35 Spencerport Rd. & Lyell Rds.
 HERKIMER Rt. #5 and N. Bellinger St.
 HORSEHEADS Chemung
 ISLIP, L.I. 107 Main St.
 ITHACA 364 Elmira Rd.
 JAMESTOWN 957 Fairmount Ave.

KINGSTON 555 Albany Ave.
 LACKAWANNA 1105 Ridge Rd.
 LATHAM 753 New Loudon Rd.
 LEVITTOWN, L.I. 3839 Hempstead Turnpike
 LINDENHURST 334 E. Montauk Hwy.
 MAMARONECK 1205 Old Boston Post Rd.
 MERRICK, L.I. 1813 Merrick Rd.
 NEW HARTFORD 57 Seneca Turnpike
 NIAGARA FALLS 8420 Pine Ave.
 NORTH TONAWANDA 333 Meadow Dr.
 OCEANSIDE, L.I. 31-35 Atlantic Ave.
 OSWEGO E. Oneida St.—Rte. 104
 PLAINVIEW 818 Old Country Rd.
 QUEENS Hillside Ave. & Springfield Blvd.
 QUEENS 241-25 Merrick Blvd.
 QUEENS Northern Blvd.
 QUEENS 88-05 Astoria Blvd.
 QUEENS
 114-01 Stuphin Blvd., Jamaica, N.Y.
 QUEENSBURY U.S. Rte. 9 & Aviation Rd.
 ROME 1707 Black River Blvd.
 SARATOGA SPRINGS 179-189 S. Broadway
 SCHENECTADY 1224 State St.
 SOMERS Baldwin Shopping Center
 SYRACUSE 3207 Erie Blvd., E.
 SYRACUSE 3806 Brewerton Rd.
 TROY 2nd Ave. & 108th St.
 UTICA 171 N. Genesee St.
 VESTAL 3761 Vestal Pkwy., E.
 WESTBURY 35 Old Country Rd.
 WEST GENECA 1154 Union Rd.
 YORKVILLE 419 Oriskany Blvd.

NORTH CAROLINA

ASHEVILLE 51 Tunnel Rd.
 ASHEVILLE 985 Patton Ave.
 BURLINGTON 1344 N. Church St.
 BURLINGTON Huffman Mill Road
 CHARLOTTE 3300 N. Independence Blvd.
 CHARLOTTE 2402 South Blvd.
 CHARLOTTE 2745 Freedom Dr.
 CHARLOTTE 5421 Pineville Rd.
 CONCORD U.S. 29—705 Kannapolis Hwy.
 DURHAM Roxboro Rd. & Avondale Dr.
 FAYETTEVILLE 1342 Bragg Blvd.
 FAYETTEVILLE 3002 Raeford Rd.
 GASTONIA 1500 E. Franklin Ave.
 GOLDSBORO 2402 E. Ash St.
 GREENSBORO 1101 Summit Ave.
 GREENSBORO 2807 High Point Rd.
 GREENSBORO 1502 Northwood Ave.
 GREENSBORO 2347 Randleman Rd.
 HIGH POINT 1901 N. Main St.
 KANNAPOLIS U.S. Hwy. #29 & #601
 RALEIGH 703 W. Peace St.
 WILMINGTON 3901 Market St.
 WILMINGTON 3803 Oleander Dr.
 WINSTON-SALEM 2900 Reynolda Rd.
 WINSTON-SALEM 507 Corporation Pkwy.

NORTH DAKOTA

FARGO 2424 S. University
 GRAND FORKS 1125 S. Washington

OHIO

AKRON 2021 E. Market St.
 AKRON 1720 W. Exchange St.
 AKRON 1360 East Ave.
 AKRON 946 E. Waterloo Rd.

AKRON 409 E. Exchange St.
 ASHTABULA 2403 W. Prospect Rd.
 ATHENS 399 Richland Avenue
 BARBERTON 1195 Wooster Rd., W.
 BARBERTON 425 Hopocan Ave.
 BOARDMAN 15 Boardman-Canfield Rd.
 BROOK PARK 14841 Snow Rd.
 BRUNSWICK 1625 Pearl Rd.
 CANTON 4629 Cleveland Ave., N.W.
 CANTON 4757 W. Tuscarawas
 CANTON 3048 Mahoning Rd., N.E.
 CANTON 902 Cherry Ave., N.E.
 CANTON 112 Dueber St.
 CINCINNATI N. Bend & W. Fork Rds.
 CINCINNATI 7916 Montgomery Rd.
 CINCINNATI 6291 Glenway Ave.
 CINCINNATI 27 Calhoun St.
 CINCINNATI 4871 Reading Rd.
 CINCINNATI 1705-1715 Galbraith Road
 CLEVELAND 16910 Lake Shore Blvd.
 CLEVELAND 8230 Euclid Ave.
 CLEVELAND 13830 Triskett Rd.
 CLEVELAND 5616 Memphis Ave.
 CLEVELAND 18126 Euclid Ave.
 CLEVELAND 9101 Kinsman Ave.
 CLEVELAND 14235 Kinsman Ave.
 CLEVELAND 10411 St. Clair Ave.
 CLEVELAND 988 E. 152nd St.
 CLEVELAND 6654 Broadway Ave.
 CLEVELAND 107th & Euclid
 COLUMBUS 95 S. Hamilton Rd.
 COLUMBUS 3643 S. High St.
 COLUMBUS 2815 Winchester Pike
 COLUMBUS 3500 E. Broad St.
 COLUMBUS 3605 W. Broad St.
 COLUMBUS 5295 N. High St.
 COLUMBUS 3411 Cleveland Ave.
 COLUMBUS 2823 Olentangy River Rd.
 COLUMBUS 2055 Cleveland Ave.
 COLUMBUS 1972 N. High St.
 COLUMBUS 1363 S. High St.
 COLUMBUS 2055 Riverside Dr.
 COLUMBUS 2081 Morse Rd.
 CUYAHOGA FALLS 1787 State Rd.
 DAYTON 4501 Linden Ave.
 DAYTON 3918 Free Pike
 DAYTON 3729 Germantown Pike
 DAYTON 1501 Keowee St.
 EAST CLEVELAND 13705 Euclid Ave.
 FAIRVIEW PARK 22535 Lorain Rd.
 FINDLAY 1225 Tiffin Rd.
 FORESTVILLE 7681 Beachmont
 HAMILTON 1771 S. Erie Blvd.
 HAMILTON 1331 Washington Blvd., N.W.
 KENT South Water St.
 KETTERING 2901 Wilmington Pike
 LAKEWOOD 18228 Sloane Ave.
 LIBERTY TWP. 3309 Belmont Ave.
 LIMA 1571 Allentown Rd.
 LORAIN 2500 W. Erie Rd.
 LORAIN 1342 Colorado Ave.
 LORAIN 1340 Northridge Rd., E.
 MANSFIELD 1435 Park Ave., W.
 MAPLE HEIGHTS 15500 Broadway
 MAPLE HEIGHTS 5114 Northfield Rd.
 MARION 501 N. Main St.
 MARION 1565 Marion-Waldo Rd.
 MASSILLON 2805 Lincoln Way, E.
 MAUMEE 1016 Conant St.

MAYFIELD HEIGHTS 6225 Mayfield Rd.
 MENTOR 8775 Mentor Ave.
 MIDDLETOWN 2351 N. Verity Pkwy.
 MORAIN 4032 Kettering Blvd.
 NEWARK 45 Union St.
 NORTHFIELD 10650 Northfield Rd.
 NORTH OLMSTED 27322 Lorain Rd.
 NORTH RIDGEVILLE
 39005 Center Ridge Rd.
 OREGON 2325 Woodville Rd.
 PARMA 2200 Snow Rd.
 PARMA 5301 Pearl Rd.
 PARMA HEIGHTS 6421 Pearl Rd.
 SANDUSKY 1934 Cleveland Rd.
 SOLON 33560 Aurora Rd.
 SOUTH EUCLID 4500 Mayfield Rd.
 SPRINGFIELD 2328 E. Main St.
 SPRINGFIELD 2210 Limestone Street
 STEUBENVILLE 2114 Sunset Blvd.
 SYLVANIA TWP. 3015 Holland-Sylvania Rd.
 TOLEDO 2112 Laskey Rd.
 TOLEDO 3138 Secor Rd.
 TOLEDO 3345 W. Monroe
 TOLEDO 2259 S. Byrne Rd.
 TOLEDO 3158 Cherry St.
 TOLEDO 805 N. Reynolds Rd.
 TOLEDO 90 Main St.
 TOLEDO 4948 Monroe St.
 WARREN 2841 W. Market St.
 WARREN 4468 Youngstown Rd., S.E.
 WICKLIFFE 29107 Euclid Ave.
 WILLOWICK 31115 Vine St.
 WOOSTER 540 Beall Ave.
 YOUNGSTOWN 1990 McCartney Rd.
 YOUNGSTOWN 840 E. Midlothian Blvd.
 YOUNGSTOWN 3034 Mahoning Ave.
 ZANESVILLE 2739 Maple Ave.

OKLAHOMA

LAWTON 3144 Cache Rd.
 MIDWEST CITY 7025 S.W. 15th St.
 NORMAN 1212 W. Lindsey
 OKLAHOMA CITY 2630 S.W. 29th St.
 OKLAHOMA CITY 4725 N.W. 39th St.
 OKLAHOMA CITY 6910 N. May Ave.
 OKLAHOMA CITY
 6012 S. Pennsylvania Ave.
 OKLAHOMA CITY 2336 N.W. 23rd St.
 TULSA 4631 S. Peoria Ave.
 TULSA 4003 E. 11th St.

OREGON

BEAVERTON
 9375 Beaverton Hillsdale Hwy.
 EUGENE 1417 Villard
 MILWAUKEE
 15114 S.E. McLoughlin Blvd.
 PORTLAND 551 N.E. 122nd Ave.
 PORTLAND 2875 S.E. Powell Blvd.
 PORTLAND 6300 N. Lombard
 PORTLAND 9100 S.E. Powell Blvd.
 PORTLAND 3510 N.E. Union Ave.
 PORTLAND 3330 N.E. 82nd Ave.
 ROCKWOOD 18430 S.E. Stark
 SALEM 1110 Center St., N.E.

PENNSYLVANIA

ABINGTON 1663 Old York Rd.
 ALLENTOWN 3020 Lehigh St.

ALLENTOWN 1321 Union Blvd.
 ALLENTOWN 721 Cedar Crest Blvd.
 ALLENTOWN 2137 McArthur Rd.
 ALTOONA 407 E. Plank Rd.
 BADEN Ohio River Blvd.
 BEAVER FALLS 200 Ninth Ave.
 BENSALAM Street Rd.
 BETHEL PARK BORO 5261 Library Rd.
 BETHLEHEM 1907 Stefko Blvd.
 CAMP HILL Rte. 83 & Carlisle Rd.
 CASTLE SHANNON
 225 Mount Lebanon Blvd.
 CLIFTON HEIGHTS 531 Baltimore Pike
 ERIE 26th & Lowell Street
 ERIE 4319 Peach St.
 ERIE 2170 E. Lake Rd.
 ERIE 909 Peninsula Dr.
 ERIE 2650 W. 26th St.
 FOLSOM Hancock & Morton St.
 HARRISBURG 3710 E. Walnut St.
 HARRISBURG 4457 N. Front St.
 HATBORO 121 N. York Rd.
 HAVERTOWN 427 West Chester Pike
 JOHNSTOWN 737 Scalp Ave.
 LANCASTER 1841 Columbia Ave.
 LANSDALE 124 E. Main St.
 LEBANON 1450 W. Cumberland St.
 LEVITTOWN 3701 New Rodgers Rd.
 MCKEESPORT
 929 E. Pittsburgh-McKeesport Blvd.
 MIDDLETOWN
 Rt. #230-W. Harrisburg Pike
 MORRISVILLE 321 W. Trenton Ave.
 NEW CASTLE 2425 Wilmington Rd.
 NEW KENSINGTON 2741 Leechburg Rd.
 PHILADELPHIA 8901 N. Frankford Ave.
 PHILADELPHIA 9970 Bustleton Ave.
 PHILADELPHIA Adams & Howland
 PHILADELPHIA 6100 N. Broad
 PITTSBURGH 4849 McKnight Rd.
 PITTSBURGH 365 Ohio River Blvd.
 PITTSBURGH 11591 Frankstown Rd.
 PITTSBURGH 830 Clairton Blvd.
 PITTSBURGH 3810 Forbes Ave.
 PLYMOUTH Ridge Pike
 POTTSTOWN 1263 N. Charlotte St.
 READING 400 Lancaster Ave.
 ST. LAWRENCE Perkiomen Ave.
 SCRANTON N. Keyser Ave. & Oak St.
 SHARON 1908 E. State St.
 SOUTHAMPTON 338 Second St. Pike
 STATE COLLEGE 442 E. College Ave.
 UNIONTOWN 575 Morgantown St.
 WASHINGTON 200 Murtland Ave.
 W. CONSHOHOCKEN
 Front Street & Moorehead Avenue
 WEXFORD Rte. 19 at Richards Rd.
 WILKINSBURG 2175 Robinson Blvd.
 WILKES-BARRE 187 River Rd.
 WILLIAMSPORT 1730 E. Third St.
 WYOMING 913 Wyoming Avenue
 YORK 80 11th Ave.

RHODE ISLAND

EAST PROVIDENCE 434 Taunton Ave.
 JOHNSTON 1350 Hartford Ave.
 MIDDLETOWN 149 W. Main Rd.
 WARWICK 2814 S. Post Rd.
 WARWICK 860 Post Rd.



SOUTH CAROLINA

ANDERSON Belvedere Shopping Center
 CHARLESTON 1109 Savannah Hwy.
 CHARLESTON 5510 Rivers Ave.
 COLUMBIA 4801 Garner's Ferry Rd.
 COLUMBIA 2907 Two Notch Rd.
 FLORENCE Hwy. 76 & Witmor Avenue
 GREENVILLE 461 S. Pleasantburg Dr.
 GREENVILLE 615 Cedar Lane Rd.
 GREENVILLE 2114 Augusta Rd.
 SPARTANBURG 120 W. Cleveland St.
 WEST COLUMBIA 1303 Charleston Hwy.

SOUTH DAKOTA

RAPID CITY 2223 W. Main St.
 RAPID CITY 720 Cleveland St.
 RAPID CITY 804 E. North St.
 SIOUX FALLS 3200 S. Minnesota Ave.
 SIOUX FALLS 121 N. Indiana
 SIOUX FALLS 2416 W. 12th St.

TENNESSEE

BRISTOL 133 Blountville Hwy.
 CHATTANOOGA 5701 Ringgold Rd.
 CHATTANOOGA 5749 Brainerd Rd.
 CHATTANOOGA 4123 Hixon Pike
 CLARKSVILLE 792 N. Second St.
 JACKSON Hwy. 45, N.
 JOHNSON CITY 2100 N. Roan
 KINGSPORT 2330 Fort Henry Dr.
 KNOXVILLE 2812 Magnolia Ave., N.E.
 KNOXVILLE 3120 N. Broadway
 KNOXVILLE 2505 Chapman Hwy.
 KNOXVILLE 7030 Kingston Pike
 MADISON 1220 Gallatin Pike
 MEMPHIS 4287 Summer Ave.
 MEMPHIS 3132 Thomas St.
 MEMPHIS 4237 Hwy. 51, So.
 MEMPHIS 3068 S. Perkins Rd.
 MEMPHIS 657 S. Highland Ave.
 MEMPHIS 5265 Poplar Dr.
 MEMPHIS 2850 Lamar
 NASHVILLE 3124 Dickerson Pike
 NASHVILLE 524 Murfreesboro Pike
 NASHVILLE 4041 Nolensville Road
 NASHVILLE Franklin Pike
 OAK RIDGE 805 Main St.

TEXAS

ABILENE 3602 N. First St.
 AMARILLO 2000 Western Ave.
 ARLINGTON 611 W. Abrams St.
 AUSTIN 5355 N. Interregional Rd.
 AUSTIN 303 E. Oltorf Rd.
 AUSTIN 7950 Burnet Rd.
 AUSTIN 2818 Guadalupe St.
 BEAUMONT 63 N. 11th St.
 CORPUS CHRISTI 4401 S. Staples
 EL PASO Montana
 EL PASO U.S. 54 & Dyer Street
 FT. WORTH 5305 E. Lancaster Ave.
 FT. WORTH 6818 Hwy. #80, W.
 HURST 1401 W. Pipeline Rd.
 KILLEEN 108 E. Rancier St.
 LONGVIEW 408 E. Marshall Ave.
 LUBBOCK 1910 50th St.
 LUBBOCK 3670 19th St.
 ODESSA 1800 E. 8th St.
 PORT ARTHUR 3959 Gulfway Dr.

SAN ANGELO 2902 Sherwood Way
 TYLER 1300 S. Beckham Ave.
 WICHITA FALLS 3103 Kemp Blvd.

UTAH

MURRAY 5875 S. State St.
 OGDEN 1111 Washington Blvd.
 PROVO 240 W. 1230 N.
 SALT LAKE CITY 1879 E. 4800 S.
 SALT LAKE CITY 1533 S. State St.
 SALT LAKE CITY 2310 E. 2100, S.
 SALT LAKE CITY 614 E. 3300, S.
 SOUTH OGDEN 3875 Washington Blvd.

VERMONT

SOUTH BURLINGTON 1205 Williston Rd.

VIRGINIA

ALEXANDRIA 7614 Richmond Hwy.
 ALEXANDRIA 3510 Duke St.
 ALEXANDRIA 6302 Duke St.
 ALEXANDRIA 5006 Leesburg Pike
 ALEXANDRIA 121 W. Glebe Rd.
 ANNANDALE 7600 Little River Turnpike
 ARLINGTON 4834 Lee Hwy.
 ARLINGTON 3013 Columbia Pike
 ARLINGTON 5009 Wilson Blvd.
 CHESAPEAKE
 3212 Churchland By-Pass & Taylor
 CHESTERFIELD 6909 Forest Hill Ave.
 DANVILLE 1255 Riverside Dr.
 FAIRFAX 10775 Lee Hwy.
 FALLS CHURCH 6729 Arlington Blvd.
 HAMPTON 4104 W. Mercury Blvd.
 HOPEWELL 3309-13 Oakland Blvd.
 LEESBURG 157 E. Market St.
 LYNCHBURG 2139 & 37 Wards Rd.
 MANASSAS 568 Centerville Rd.
 McLEAN 6808 Elm St.
 NEWPORT NEWS 11134 Warwick Blvd.
 NORFOLK 7448 Military Hwy.
 NORFOLK 5716 Virginia Beach Blvd.
 PORTSMOUTH 1201 Frederick Blvd.
 RICHMOND 5520 W. Broad St.
 RICHMOND 111 Belt Blvd.
 RICHMOND 6909 Forest Hill Ave.
 RICHMOND 501 W. Broad St.
 RICHMOND 8060 W. Broad St.
 ROANOKE 5436 Williamson Rd.
 SALEM 2171 Apperson Dr.
 SPRINGFIELD 6333 Brandon Ave.
 VIRGINIA BEACH
 3852 Virginia Beach Blvd.
 VIRGINIA BEACH Haygood Rd.
 VIENNA 2525 Chainbridge Rd.
 WINCHESTER 6 Valley Ave.
 WOODBRIDGE 13733 Jefferson Davis Hwy.

WASHINGTON

BELLEVUE 120 104th Ave., N.E.
 BELLINGHAM 1914 King Street
 EVERETT 7416 Evergreen Way
 EVERETT 1621-41st Street
 KENNEWICK 2541 Kennewick Ave.
 LONGVIEW 1537 15th Ave.
 LYNNWOOD 5901 196th St.
 RENTON 73 Rainier Ave., S.
 SEATTLE 15620 First Ave., S.
 SEATTLE 2336 25th Ave., S.

SEATTLE 5400 14th Ave., N.W.
 SEATTLE 15210 Pacific Hwy., S.
 SEATTLE 15201 Aurora Ave., N.
 SEATTLE 12001 Lake City Way, N.E.
 SPOKANE 6321 N. Monroe
 SPOKANE 10615 Sprague St.
 TACOMA 802 Tacoma Ave., S.
 TACOMA 7217 Pacific Ave.
 TACOMA 6002 100th St., S.W.
 TACOMA 6311 6th Ave.
 WEST SEATTLE 6546 California Ave., S.W.

WEST VIRGINIA

HUNTINGTON 2106 Fifth Avenue
 HUNTINGTON 70 Washington Ave.
 WHEELING 2308 Warwood

WISCONSIN

APPLETON 1932 N. Richmond St.
 BELOIT 1443 Madison Rd.
 BROOKFIELD 300 N. Moorland Rd.
 CUDAHY 5740 S. Packard Ave.
 EAU CLAIRE 1513 S. Hastings Way
 FOND DU LAC 699 S. Military Rd.
 GLENDALE 5344 N. Port Washington Rd.
 GREEN BAY 1587 Shawano Ave.
 GREEN BAY 1609 Main St.
 HALES CORNERS 6000 S. 108th St.
 JANESVILLE 1622 Milton Ave.
 KENOSHA 8056 Sheridan Rd.
 KENOSHA 3926 52nd St.
 LA CROSSE 2727 Losey Blvd.
 MADISON 2201 Park St.
 MADISON 3317 University Ave.
 MADISON 3051 E. Washington Ave.
 MADISON 441 N. Lake
 MANITOWOC 3152 Calumet Ave.
 MENOMONEE FALLS
 N. 83, W. 15515 Appleton Ave.
 MILWAUKEE 7312 W. Appleton Ave.
 MILWAUKEE 3137 S. 76th St.
 MILWAUKEE 2612 W. Morgan Ave.
 MILWAUKEE 1220 N. 35th St.
 MILWAUKEE 191 W. Layton Ave.
 MILWAUKEE 6574 N. 76th St.
 MILWAUKEE 2704 W. Capital Dr.
 MONONA 4919 Monona Dr.
 NEENAH 1104 Commercial St.
 OSHKOSH 1863 N. Jackson Ave.
 RACINE 2100 Lathrop Ave.
 RACINE 3037 N. Douglas
 SCHOFIELD 743 Grand Ave.
 SHEBOYGAN 2307 North Ave.
 SOUTH MILWAUKEE
 2901 S. Chicago Ave.
 WAUKESHA 701 Grandview Blvd.
 WAUWATOSA 3131 N. Mayfair Rd.
 WEST ALLIS 10915 W. National Ave.

WYOMING

CASPER 2877 E. 2nd St.
 CHEYENNE 2525 E. Lincolnway

CANADA

BARRIE ONT. Hwy. #26 & #27
 BRAMPTON, ONT. 344 Queen St. E.
 CALGARY, ALTA. 3619 17th Ave., S.W.
 CALGARY, ALTA. 23rd Ave. & 4th St., N.W.
 CALGARY, ALTA. 7211 McLeon Trail
 CALGARY, ALTA. 3619 17th Ave., S.W.
 COQUITLAM, B.C. 515 North Road
 DOWNSVIEW, ONT. 3777 Keele St.
 HAMILTON, ONT. 727 Queenston Rd.
 KAMELOOPS, B.C.
 1741 Trans-Canada Hwy.
 LONDON, ONT. Oxford & Hutton Side Rd.
 LONDON, ONT. Wellington
 NANAIMO, B.C. 1213 Princess Royal Ave.
 PRINCE GEORGE, B.C. 3333 8th Ave.
 REGINA, SASK. 4651 Albert St.
 REGINA, SASK. 2620 Dewdney St.
 REGINA, SASK. 924 E. Victoria St.
 RICHMOND, B.C. 712 N. 3 Rd.
 ST. CATHERINE, ONT. 383 Ontario St.
 TORONTO, ONT. 6170 Bathurst St.
 TORONTO, ONT. 3660 Dufferin St.
 TORONTO, ONT. 1466 Kipling Ave., N.
 TORONTO, ONT. 2701 Lawrence Ave.
 TORONTO, ONT. 170 Islington Ave. S.
 TORONTO, ONT. Leslie Avenue
 VANCOUVER, B.C. 160 S. W. Marine Dr.
 VANCOUVER, B.C. 4650 E. Hastings St.
 VANCOUVER, B.C. 3695 Lougheed Hwy.
 VANCOUVER, B.C. 7229 Kingsway
 VANCOUVER, B.C. 1701 Robson St.
 VICTORIA, B.C.
 Cedar Hill Crossroads & Shelbourne
 VICTORIA, B.C. 980 Pandora St.
 WHALLEY (SURREY) B.C.
 10240 King George Hwy.
 WHITBY, ONT. Hwy. #2
 WINNIPEG, MAN. 690 Nairn Ave.
 WINNIPEG, MAN. 1915 Pembina Hwy.
 WINNIPEG, MAN. 3366 Portage Avenue

PUERTO RICO

ARECIBO
 Arecibo Shopping Center
 Ave. Luis Llorens Torres
 Esq. Cristobal Colon
 CAROLINA 65th Infantry, Hwy. #3 Km. 6.8
 FAJARDO
 Fajardo Shopping Center
 Km. 45.3
 GUAYNABO
 Ave. Jesus T. Piñero, Cor. Guaynabo Ave.
 Summitt Hills
 RIO PIEDRAS Georgetti Street #62
 SAN JUAN
 Central Blvd.
 San Juan Shopping Center
 Muñoz Rivera Ave.
 Cor. Escambrón (Normandie)
 SANTURCE
 1353 Ponce de Leon Ave. Stop 19

VIRGIN ISLANDS

SAN CROIX
 Orange Grove
 Christiansted

The above list is representative of the licenses granted by the company since 1955 and includes units under construction.

McDonald's Corporation
221 North La Salle Street, Chicago, Illinois 60601

Corporate headquarters

Atlanta, Georgia
Boston, Massachusetts
Chicago, Illinois
Columbus, Ohio
Los Angeles, California
Washington, D. C.

Regional offices

Bankers Trust Company
485 Lexington Avenue
New York, New York 10017

Transfer agents

American National Bank and Trust Company of Chicago
33 North La Salle Street
Chicago, Illinois 60690

The Bank of New York
48 Wall Street
New York, New York 10015

Registrars

The Northern Trust Company
50 South La Salle Street
Chicago, Illinois 60690



